

**City of Miami Springs, Florida**  
*Council-Manager Form of Government*

**ANNUAL BUDGET FY 2004-05**

***CITY COUNCIL***

**Mayor**  
**Vice-Mayor**  
**Council Member**  
**Council Member**  
**Council Member**

**Billy Bain**  
**Peter Pacheco**  
**Rob Youngs**  
**James Caudle**  
**Eric Elza**

***ADMINISTRATION***

**City Manager**  
**Assistant City Manager**  
**Finance Director**  
**City Attorney**  
**City Clerk**  
**City Planner**  
**Police Chief**  
**Human Resources**  
**Chief Building Official**  
**Public Works Director**  
**Social Service Director**  
**Recreation Director**

**Jim Borgmann**  
**Ron Gorland**  
**William Alonso**  
**Jan Seiden, Esq.**  
**Magali Valls**  
**Richard Ventura**  
**H. Randall Dilling**  
**Loretta Boucher**  
**Ramon Arronte**  
**Denise Yoezle**  
**Karen Rosson**  
**Pat Perry**



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## **INTRODUCTORY SECTION**

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## **LETTER OF TRANSMITTAL**

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OFFICE OF CITY MANAGER  
201 WESTWARD DRIVE  
MIAMI SPRINGS, FL 33166



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(305) 805-5010  
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(305) 805-5040

Mayor Billy Bain and City Council Members  
City of Miami Springs  
201 Westward Drive  
Miami Springs, Florida 33166

**RE: ADOPTED FY 2004-2005  
OPERATING BUDGET**

Dear Mayor Bain and City Council Members:

Under the provisions of Chapter 200.165 Florida Statutes and Article IX, Section 9.01(2)(a)-(e) of City Charter, I herein submit the Adopted Operating Budget for the City of Miami Springs for the Fiscal Year beginning October 1, 2004 and ending September 30, 2005.

The economic realities facing the City of Miami Springs have been addressed during the Fiscal Year 2004-05 budget process. There are three major challenges facing the City in the upcoming fiscal year:

- Reducing and/or eliminating the recurring losses from the golf course operation which are draining the City's reserves,
- Increasing the City's reserve balances in order to meet the future needs of the community, and
- Reducing and/or eliminating certain operating costs, while maintaining the same levels of service to our residents

A significant amount of our efforts during the budget process have been devoted to addressing the three challenges outlined above. Through the efforts of City management and the support of the City Council, we have made significant progress in changing the operations of the golf course in order to decrease the continued losses. At the same time, the City is aggressively pursuing long-term solutions to the management of the golf course in order to achieve a permanent resolution to this issue.

Based on the advice of our external auditors and our Finance Director, I recommended that the Golf Course fund be re-classified to a special revenue fund instead of remaining as a proprietary fund in accordance with Government Accounting Standards Board (GASB) guidance. That guidance stipulates that proprietary funds are self-sufficient funds; self-sufficient means that the charges collected from this activity will cover the related direct and indirect costs of that activity. Based on the fact that the golf course proprietary fund has been operating at significant losses over the past seven years, and it is unlikely that this activity will be self-sufficient in the near future, the decision was made to transfer the golf course fund to a special revenue fund.



The City's Department Heads have provided unlimited support in developing budgets for next fiscal year which call for reducing and/or eliminating expenditures without affecting the level of services provided to our taxpayers. Through these cost-cutting measures, placing a freeze on hiring, and updating our technology to improve efficiency and productivity, we have been able to budget an increase in the City's General Fund balance for the Fiscal Year ending September 30, 2005. Additionally, we have also provided for a contingency fund to cover unforeseen emergencies.

### **ECONOMIC CONDITION AND OUTLOOK**

The City of Miami Springs is located in Southeast Florida, Miami-Dade County, immediately north and bordering the Miami International Airport. The City, primarily residential in nature, comprises approximately 2.8 square miles with approximately 14,000 full-time residents. The southern-most area of the City, located along the 36<sup>th</sup> Street business corridor, is commercial in nature with hotels, restaurants and office complexes. These facilities primarily service the airport and support industries related to the airport and its employees.

The Administration recognizes the importance of increasing its commercial tax base for future economic health and to reduce the tax burden on the residents. The City is aggressively pursuing various avenues of economic development and revitalization by performing economic feasibility studies for the annexation of areas west and south of the City, as well as a study for the NW 36<sup>th</sup> Street corridor.

The City also recognizes the effect on the City's fund balances and reserves from continued operating losses in its golf and country club operation. The City, along with assistance from consultants, developed various operating models that will help reduce losses for next fiscal year and beyond.

The repair phase of the sewer system renovation program is on-going; these repairs have reduced the operating deficit and are helping to fund the renewal and replacement programs for the system in future years. Additionally, the savings will help pay for the principal and interest on the bond debt. In addition, these improvements have helped to lower sewer disposal costs almost \$500,000 (25%) during the past three years.

### **MILLAGE RATE AND FUNDING**

The Miami-Dade County Property Appraiser has certified to the City that the Current Year Adjusted Taxable Value of all Real and Personal Property in the City is \$780,207,991 (subject to appeals), up 8.63% over last year's Final Gross Taxable Value of \$718,454,831. It is against this figure that all various and sundry taxing authorities levy their millage, which results in the total tax bill for each property owner. Historically, the City's share of the tax levy has accounted for about 25-30% of the total resident's tax bill.

The Fiscal Year 2003-2004 Millage Rate was 8.1436. Council approved a tentative millage rate of 8.1436 to fund the Fiscal Year 2004-2005, the same millage rate as in FY2003-04. This rate will generate approximately \$6,060,916 for the General Fund or approximately 56.6% of total General Fund revenues.



### **MILLAGE RATE AND FUNDING (CONTINUED)**

The following example illustrates the estimated Ad Valorem Tax paid by a property owner under the adopted rate:

Assessed Property Values	\$100,000	\$150,000	\$200,000	\$300,000
LESS: Homestead Exemption	<u>-25,000</u>	<u>-25,000</u>	<u>-25,000</u>	<u>-25,000</u>
Taxable Value	\$ 75,000	\$125,000	\$175,000	\$275,000
Adopted Millage (8.1436)	\$ 610.77	\$1,017.95	\$1,425.13	\$2,239.49

### **GENERAL OBLIGATION (G.O.) BOND ISSUE DEBT SERVICE LEVY**

The City is also required to adopt a mandatory debt service millage levy of .5079 to meet the City's financial obligation on the General Obligation Bonds, authorized by the electorate, of which \$396,268 represents the City's FY 2004-2005 principal and interest payment on these bonds. Other expenses include paying agent and regulatory agency fees. The millage is a mandatory millage and must be set to cover every dollar of the debt as specified in the regulations and covenants of the bonds.

### **BUDGET IN BRIEF**

The 2004-05 budget for all funds totals \$21,233,189, representing a decrease of 2.1% over the 2003-04 working budget.

### **PROPOSED BUDGETS FOR VARIOUS FUNDS**

Below are the various funds comprising the City's budget, delineating the anticipated revenue and expenditure levels:

<u>Funds</u>	<u>Revenues</u>	<u>Expenditures</u>
General Fund	\$10,713,824	\$10,713,824
Special Revenue Funds	2,863,381	2,863,381
Enterprise Funds	7,259,716	7,259,716
Debt Service Fund	396,268	396,268
Total All Funds	\$21,233,189	\$21,233,189



### **The General Fund**

The General Fund budget (excluding amounts reserved for fund balance) decreased by \$14,681 (.1%), from \$10,332,132 in FY2003-04 to \$10,317,451 in FY 2004-05 reflecting the various cost cutting measures initiated by City departments. The FY 2004-05 budget establishes an emergency contingency fund of \$125,000, a contingency fund for other unforeseen expenditures of \$200,000, and a \$396,373 reserve to increase our general fund balance.

For fiscal year 2004-05 the Administration has budgeted for its computer related expenditures under a new "Information Technology" (IT) Department. The costs budgeted in this department are costs which were being incurred by the various City departments in the past and have been transferred to this new department. This change gives the Administration the ability to know and manage the actual costs to the City for this function. It will also allow us to bring consistency to the IT function and help reduce costs through proper purchasing and standardization of equipment.

### **The Golf Course Fund**

The FY2004-05 budget for the golf course operations has been prepared using the model approved by Council (Plan B), under this plan the projected combined Golf Course loss for FY2004-05 is approximately \$126,630.

### **The Water & Sewer Fund**

For budgeting and financial presentation purposes, we have combined the City's water and sewer funds into one fund "the Water & Sewer Fund". Since the systems are not independent of one another, it is a reasonable and accepted practice to combine the operations for financial statement and budget presentation purposes.

For FY2004-05 the projected operating income for the Water & Sewer operation is \$1,148,157, with a net income of \$194,796, after deducting depreciation and the management fee paid to the general fund. The Water and Sewer operations generate in excess of \$1 million a year in cash flow to the City.

As previously mentioned, sewer disposal costs for FY2004-05 are budgeted at \$1,600,000, which is a 20% decrease from the FY2003-04 budgeted amount of \$2,000,000 and 25% less than the \$2,100,000 budgeted in FY2002-03. These reductions are a product of the significant sewer improvements undertaken by the City over the past few years.



### **Revenue Highlights**

Overall, the largest single source of revenue is "charges for services", representing \$8,546,296 or 40% of total revenues. The majority of these charges, approximately \$6,759,716, are generated from the City's enterprise funds (Water & Sewer, Sanitation, and Stormwater).

The second largest source of revenue is "Ad Valorem taxes", which represents 29% of total budgeted revenues and is budgeted at approximately \$6,100,000. This represents an increase of almost 8% from FY2003-04 and is mainly attributed to the increase in assessed values for FY 2004. This increase has enabled the City to maintain its millage rate at 8.1436, the same rate as FY2003-04.

### **Expenditure Highlights**

Public safety is an important component of local government service. In order to provide first-rate police services, 42% of the General Fund budget is allocated to Public Safety(excludes the Building & Zoning Division). The FY2004-05 Police budget reflects a modest .1% increase from the FY2003-04 budget. The proposed Police budget will provide equal and in some cases enhanced services to our residents, provides the contract mandated 3% cost of living increase to the police force and provides funding for necessary replacement vehicles and equipment. At the same time, we have been able to achieve cost-savings in various areas which have enabled us to keep the total increase at only .1%.

Total budgeted payroll (excluding golf course and fringe benefits to the City's employees) for FY2004-05 is approximately \$7,142,623 or 34% of total budgeted expenditures for all funds (excluding golf course). This represents an increase of \$352,249 (5.2%) over the FY2003-04 budgeted payroll of \$6,790,374. This increase is due to annual 3% COLA increase for police, the 2.6% COLA increase for General Employees, and longevity pay for all City employees meeting the years of service requirement.

The City's health insurance benefits will increase by 9.8% for FY2004-05, this increase is deemed reasonable based on comparable increases from other surrounding cities which range between 14%-40%. The proposed FY 2004-05 budget reflects approximately \$590,785 in health insurance benefits.

### **ACCOMPLISHMENTS**

During the past fiscal year, the Council and Administration of the City have worked diligently and successfully to provide for the types of services and facilities our citizens desire. The City has successfully maintained, and in some cases, expanded its performance capabilities in service delivery during the past fiscal year. Public safety, infrastructure, recreation and social services are all areas that have continued to be positively cultivated for the betterment of the City.



**Finance Department**

During the past fiscal year, the City made significant changes to its management structure. A new Finance director was hired along with the contracting of a consulting group of Certified Public Accountants. One of their main functions was to review the City's overall accounting operations and financial reporting, in order to ascertain if the City's books provided an accurate portrayal of the City's financial condition. Preliminary findings from both the consulting group and the new Finance Director revealed prior accounting matters that once corrected will significantly increase the City's fund balances. In addition, our new Finance Director has been reviewing all City expenditures and has already realized a significant amount of savings due to payments for unnecessary services as well as bank and credit card charges which have been overpaid due to prior City management not negotiating lower rates with the financial institutions. We are also updating technology to improve efficiency and productivity within the Finance Department as well as reductions in staffing. A major objective of the Finance Department is to restore confidence in the City's financial reporting.

**City Manager's Department**

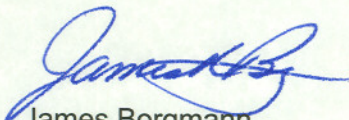
The City has also hired a new Assistant City Manager who brings many years of executive management and corporate experience to the City. This addition has already yielded benefits in the operational changes at the golf course and the significant progress made towards a permanent solution to the recurring losses from the golf course operation, as well as IT and Finance Department organizational changes.

**CONCLUSION**

The process of budget preparation for the upcoming fiscal year has been extremely challenging, yet rewarding. This budget should ensure the continued economic and social success of this City. Through an overall review of all departmental operations, we have been able to cut costs significantly without reducing critical services to our residents. We are extremely proud of the fact that this budget proposes no change in the City's millage rate for the upcoming fiscal year, while budgeting for an increase in the City's General Fund balance. Our continued goal is to build up our reserve fund balances.

I wish to acknowledge my appreciation to all department heads for their cooperation during this process. More importantly, I wish to thank Council for its continued support.

Respectively Submitted,

  
James Borgmann  
City Manager



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## **INTRODUCTION TO BUDGET PROCESS**

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**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2004-05**

*Budget Process:*

- 1) During June, departmental access to the proposed budget module is enabled to initiate the capture of data for the ensuing fiscal period. The budget module provides the following tools that facilitate the preparation and completion of the budget process:
  - a. Defined object codes required by the State Uniform Accounting System.
  - b. An alphabetical listing of object codes for expenditure accounts.
  - c. A current personnel roster for each department.
  - d. Computer generated budget worksheets showing actual expenditures for the prior and current years; the current working budget; and a status quo personnel cost projection.
  - e. Various computer generated worksheets showing departmental allocations of certain general costs (e.g.: insurance, telephone, internet, employee benefits, etc.)
- 2) Each individual department prepares a proposed budget comprised of the following:
  - a. Mission/Goals
  - b. Objective
  - c. Functions and major activities
  - d. Budget highlights
  - e. Budget projections by line item
  - f. Staffing levels
  - g. Supporting schedules
  - h. Organizational chart
- 3) This information is reviewed by the Finance department for accuracy and proper form. A budget package is then prepared for meetings with the City Manager.
- 4) During the month of July, the City manager, Department Directors, and the Finance Director, review the proposed budget and make necessary revisions.
- 5) During the beginning of August, the city Manager submits to the City Council a budget estimate of the expenditures and revenues of all City departments and divisions for the fiscal year commencing October 1<sup>st</sup>.
- 6) Two public hearings are conducted at the City Council Chambers, to inform the taxpayers and receive their comments. The adopted budget is integrated into the accounting software system effective October 1<sup>st</sup>. It establishes the legal authority to incur expenditures up to the appropriated amount for each line item.

**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2004-05**

*Budget Process (continued):*

- 7) The City Code requires a majority affirmative vote of the City Council to adopt the budget, which prior to October 1<sup>st</sup>, is legally enacted through passage of an ordinance.
- 8) The adopted budget may be amended as follows:
  - a. The City Council approved budget amendments/adjustments that transfer monies from fund to fund, within departments, or interdepartmentally.
  - b. The City Council may approve supplemental appropriations of revenues and expenditures. If this is done, adoption of an amended budget ordinance is required.

*Other Budget Information:*

- 1) Section 9.04 of the City Charter requires that all budget transfers be approved by Council; therefore the legal level of control is at the line item level.
- 2) The following governmental funds have annual appropriated budgets:
  - a. General Fund
  - b. Debt Service Fund
  - c. Special Revenue Funds which consist of the following:
    - i. Law Enforcement Trust Fund
    - ii. Road and Transportation Fund
    - iii. Senior Center
    - iv. Golf Course Fund (Transferred from Enterprise Fund)
- 3) There are four basic differences between the budgetary basis of accounting and the basis of accounting that follows Generally Accepted Accounting Principles (GAAP) for state and local governments:
  - a. **Basis of accounting:** "Cash plus encumbrances" (accrual) and "modified accrual" are two different ways to define revenues and expenditures.
  - b. **Timing:** The budget period may differ from the accounting reporting period (i.e.: lapse periods for encumbrances)



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2004-05**

*Other Budget Information (continued):*

- c. **Perspective:** The budget and accounting reports may have different fund reporting structures (i.e.: a budget may account for debt service in the general fund, while GAAP principles require debt service to be recorded in a separate fund); and
- d. **Entity:** The Comprehensive Annual Financial Report may not include the same entities and funds as the budget document.

The budgets of the *governmental funds* (for example, the General Fund, and the Road and Transportation Fund) are prepared on the modified accrual basis of accounting. This means revenues must be both measurable and available to liquidate liabilities of the current period. Likewise, expenditures generally are recognized when an event or transaction is expected to draw upon current spendable resources. For example, debt service payments are budgeted in the year that they are paid, as opposed to the period to which the interest costs relate. Similarly, capital outlays are budgeted when expenditures are expected to occur.

Budgets for the *proprietary funds* are adopted on the accrual basis of accounting with the exception that capital outlays are budgeted as expenditures. The accrual basis means transactions and events are recognized as revenues/gains or expenditures/losses when they occur, regardless of the timing of the related cash flows.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of GAAP. In most cases this conforms to the way the City prepares its budget. During June 1999, the Government Accounting Standards Board (GASB) issued Statement No. 34. This statement established new accounting and financial reporting standards for state and local governments. The City implemented the new financial reporting requirements of GASB 34. From a budgetary perspective, the statement requires a budget to actual comparison, showing both the original adopted budget and the final working budget.

- 4) For budgetary purposes, significant capital encumbrances outstanding at year-end are re-appropriated in the subsequent year's revised budget, rather than shown in the adopted budget. Insignificant encumbrances outstanding at year-end are deemed to have lapsed and the related expenditures are charged to the subsequent year's budget when incurred.

Accounting for encumbrances, provides a means of controlling and monitoring the budgetary process. Approved capital projects and equipment purchases outstanding at the close of the current fiscal year are submitted to the Council as a subsequent year's revision. Encumbrances do not constitute expenditures or liabilities in the current year, but instead are

**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2004-05**

*Other Budget Information (continued):*

defined as commitments related to unperformed contracts for goods or services, which are only reported in governmental funds.

5) The hierarchy for reporting and budgetary control is as follows:

- a) Fund
- b) Function
- c) Division
- d) Project
- e) Object Code

**Fund Structure**

The accounts of the City are organized and operated on the basis of funds: A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements.

The City of Miami Springs has the following fund types:

*Governmental funds* are used to account for the City's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e.: when they are "measurable and available") "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. The government considers all revenues available if they are collected within 60 days after year-end.

Expenditures are recorded when the related fund liability is incurred, except unmatured interest on general long-term debt which is recognized when due, and certain compensated absences and claims and judgments which are recognized when the obligations are expected to be liquidated with expendable, available financial resources.

Property taxes, franchise and communications taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual, and are recognized as revenues. Only the portion of special assessments receivable, due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received.



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2004-05**

*Other Budget Information (continued):*

Entitlements and shared revenues are recorded at the time of receipt or earlier if the accrual criterion is met. Expenditure driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other grant requirements have been met.

*Governmental funds* include the following fund types:

The *general fund* is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *special revenue funds* account for revenue sources that are legally restricted to expenditure for specific purposes (not including expendable trusts or major capital projects).

The *debt service fund* accounts for servicing of general long-term debt not being financed by proprietary or nonexpendable trust funds.

*Proprietary funds* are accounted for on the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The City applies all applicable GASB pronouncements as well the following pronouncements issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. Financial Accounting Standards Board (FASB) statements and interpretations, Accounting Principles Board (APB) opinions and Accounting Research Bulletins (ARB's).

*Proprietary funds* include the following fund types:

*Enterprise funds* are used to account for those operations that are financed and operated in a manner similar to private business or where the Council has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability.

## **Expenditures**

### Personnel Services

**Description:** This category include expenditures for City employees' base wages and salaries plus expenditures for other forms of employee compensation: life and health insurance, social security, workers compensation, retirement contributions, longevity pay, overtime and special duty/status pay.

**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2004-05**

*Other Budget Information (continued):*

**Expenditures (continued)**

Personnel Services (continued)

**Significant**

**Assumptions:** The proposed personnel services budget is based on the following assumptions:

- Merit increase based on approved pay plans for eligible employees, longevity pay based on years of service and City policy. Longevity pay ranges from \$500 for 10 years or more, \$1000 for 15 years or more, and \$1,250 for 20 or more years of service...
- Increase for cost of living of 3% effective 10/1/04 for members of the City's Police under the terms of their labor contracts.
- Worker's Compensation – Since we are self insured under the Miami Dade County Workmen's Compensation Program, annual costs are based on actual claims paid, a reserve for future claims payments, and an annual administrative fee. The annual fee is allocated to each department based on payroll, claims are charged to the department generating those claims.
- Health Insurance – Based on prior year's premiums plus an additional 9.8% projected increase for fiscal year 2005.
- A 2.6% COLA increase for general employees.

Operating Expenses

**Description:** This category includes expenditures for governmental programs that are not classified as personnel, capital outlay or capital projects. Operating expenses include such things as office supplies, postage, utilities, travel and entertainment, dues and subscriptions, gasoline, telephone and advertising to name a few.

**Significant**

**Assumptions:** Projected increases (decreases) are based on a departmental level decision-making process. The Departments were given two guidelines: (1) to prepare a budget based on a Status Quo Assumption in order to maintain the current level of services; and (2) to submit a detailed "wish list" of budget requests for new programs, activities, or operational needs. They are given flexibility over allocation in the various line items. The budget section of the Finance Department calculates the personnel cost based on the staffing requested by each department. Expenditures are then adjusted to reflect management priorities, and to reflect updated information on costs.



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2004-05**

*Other Budget Information (continued):*

**Expenditures (continued)**

Capital Outlay

Description: This category includes expenditures for capital items, with an initial individual cost of \$1,000 or more, with an estimated useful life in excess of one year. Purchase orders encumbered at the end of the previous year are carried over.

Significant

Assumptions: Projected expenditures are based on the estimated cost of each capital item.

Funding for most of the capital expenditures are identified within the department's target budget. Capital outlays are ranked in order to reflect management priorities.

Other Budget Changes

For budgeting and financial presentation purposes, we have combined the City's water and sewer funds into one fund "the Water & Sewer Fund". Since both systems are not independent of one another, it is a reasonable and accepted practice to combine the operations for financial statement and budget presentation purposes.

The Administration has also transferred the Golf Course Fund from an enterprise fund to a special revenue fund in accordance with GAAP and GASB requirements.

For fiscal year 2004-05 the Administration has budgeted for its computer related expenditures under a new "Information Technology" (IT) Department. The costs budgeted in this department are costs which were being incurred by the various City departments in the past and have been transferred to this new department. This change will allow the Administration the ability to know the actual costs to the City of this function. It will also allow us to bring consistency to the IT function and help reduce costs through proper purchasing and standardization of equipment.

**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2004-05**

**Strategies**

The long term municipal goals focus on Community Health and Safety, Economic Development, Community Services, a Productive Work Environment, Quality Leadership, Ecological Preservation and the improvement of the City's reserve balances. These goals provide a point of reference for programs and services as it relates to the development of the budget.

The City's strategy for achieving these goals is to provide significant attention to revenue streams, establish an atmosphere conducive to cost-cutting and reduction of unnecessary waste, and require department directors to incorporate more direct and specific attention to their management controls, projections, and supervision of programs and projects.

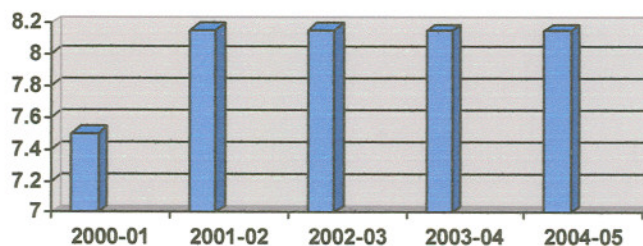
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 68% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

The City is pursuing a strategy of improving technology and acquiring available new technologies in order to increase efficiency and operational effectiveness which in turn will decrease costs while improving services provided to its taxpayers.

**Budget Goals and Guidelines**

- 1) **Property Tax Reform Through Cost Reduction and New Revenue Sources:** The City's goal is to minimize increases in the millage rate. This traditionally was accomplished by finding new sources of revenue where possible and by implementing tight budgetary controls on expenditures. This 2004-2005 budget maintains the millage rate at 8.1436, resulting in no change from fiscal 2003-2004.

**Historical Millage Rates**

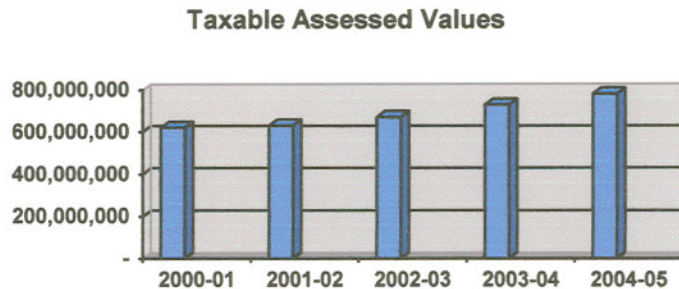


This graph illustrates the City's millage rates for the current and past four years.



**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2004-05**

**Budget Goals and Guidelines (continued)**



This graph illustrates the City's assessed values for the current and past four years.

- 2) **Fund Balance Goal:** The City will plan the budget in such a way to retain an unrestricted fund balance in the General Fund of at least 15% of planned expenditures. This level also provides a contingency for unexpected future events.
- 3) **User fees for Services:** Fees for services will be set with the goal to recover 100% of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the costs through the use of other revenues, such as general tax support. Where necessary, departments have updated their fee schedules during the budget process.
- 4) **Full Range of Municipal Services:** The City provides a full range of municipal services in order to maintain and enhance the quality of life in Miami Springs. The City acknowledges that the highest priority service areas relate to those that protect and enhance public safety and health.
- 5) **Public Safety Services:** Public safety services are a high priority. The City will ensure that services are provided in an efficient, effective manner, and through thoughtful plans, public safety needs can be met in our community. The budget for the Police department represents approximately 46% of budgeted general fund expenditures.



**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2004-05**

**Budget Goals and Guidelines (continued)**

- 6) **Employee Safety/Productivity:** The City is making great strides in updating the fleet of vehicles, and in providing equipment and supplies to employees that enhance safety and productivity. In the budget, departments were asked to identify and to request funding to continue this policy of providing up-to-date equipment, supplies, and facilities to assure employee safety.

**Financial Policies**

The City of Miami Springs financial policies, compiled below, set forth the basic framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies assist the decision-making process of the City Council and the Administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and will help establish financial stability in the future. They will be reviewed annually as a decision making tool and to ensure their continued relevance in an ever-changing environment.

**Operating Budget Policies**

- 1) The City will maintain at a minimum, an accessible cash reserve equivalent to eight weeks of operating costs.
- 2) The City pays for medical insurance for its employees and 40% of the cost associated with dependent coverage.
- 3) No new or expanded services shall be implemented without implementing trade-offs of expenses or revenues at the same time. This applies to personnel, equipment and any other peripheral expenses associated with the service.
- 4) The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet, in particular the City's sewer system infrastructure. Expansions to the fleet must be justified based on growth of the City.

**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2004-05**

**Operating Budget Policies (continued)**

- 5) The City shall support capital expenditures that reduce future operating costs.

**Revenue Policies**

- 1) The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
- 2) The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
- 3) The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Water, Sewer, Sanitation and Stormwater funds, which are self-sustaining. User fees in the Recreation department provide approximately 19% of its operating costs.
- 4) The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.
- 5) The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees and charges.

**Cash management/Investment Policies**

- 1) The City will deposit all funds received by 2:00 PM, on the next day.
- 2) Investment of City funds will emphasize preservation of principal; the objective will be to match or exceed the yield of the State Board of Administration.
- 3) The City will collect revenues aggressively, including any past due amounts owed.

**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2004-05**

**Debt Policies**

- 1) The City may, as necessary, issue bonds for capital improvements.
- 2) Projects that are financed fall into one of two categories:
  - a) Projects that are revenue producing and require no subsidy for payment of debt service.
  - b) Projects requiring subsidy for payment of debt service shall enhance the quality of life of citizens of the City.
- 3) The City will publish and distribute an official statement for each bond issue.
- 4) General obligation debt will only be issued is approved by the voters in a referendum.
- 5) The City will maintain bond reserves as required by the various bond issues.

**Reserve Policies**

- 1) The City will maintain a fund balance in the General Fund of at least 15% of the Fund's expenditures.
- 2) The City will maintain a reserve for disaster assistance in the General Fund of at least \$125,000. This would provide the required 12.5% matching of up to \$1,000,000 in Federal and state assistance.

**Accounting, Auditing, and Financial Reporting Policies**

- 1) An independent audit will be performed annually.
- 2) The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).



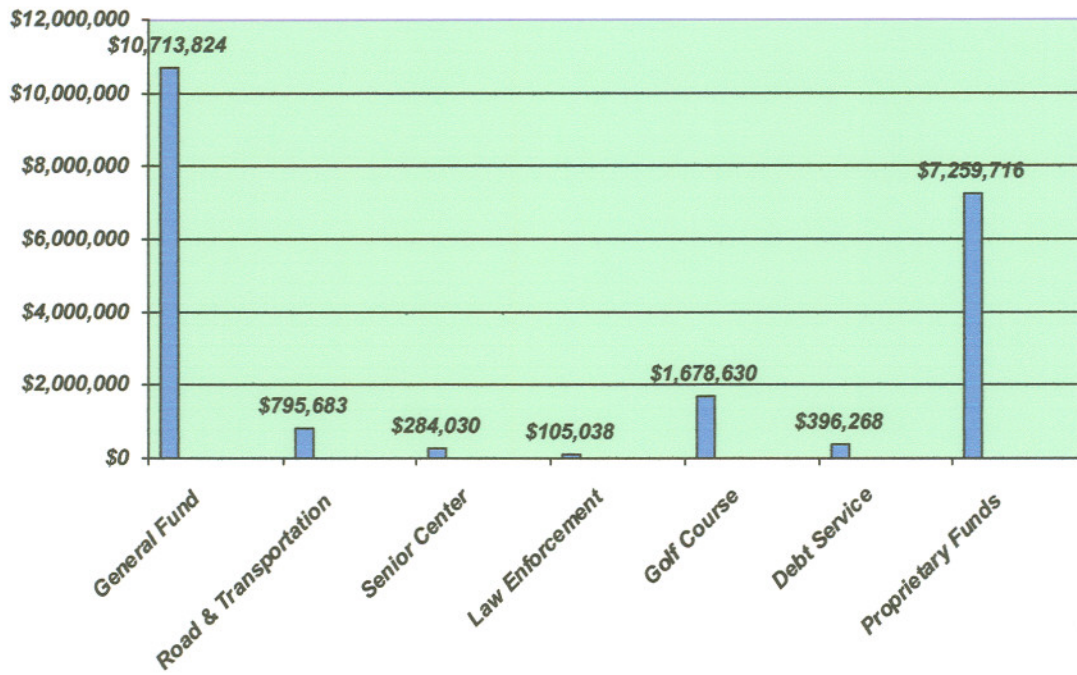
**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2004-05**

**Capital Budget Policies**

For the fiscal year 2004-05 budget, the City will implement a five year capital improvement plan, this plan was prepared with the assistance of all department heads and shows the City's capital requirements over the next five fiscal years.

- 1) The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.
- 2) The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to service the public. It reflects a commitment to further automation and use of available technology to improve productivity of the City's work force.
  - a) The objective for upgrading and replacing equipment includes:
    - (1) normal replacement as equipment completes its useful life,
    - (2) upgrades of new technology, and (3) additional equipment necessary to service the needs of the City.
- 3) The City will use the following criterion to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
  - a) Economic and neighborhood vitality
  - b) Infrastructure and heritage preservation
  - c) Capital projects which implement a component of an approved redevelopment plan
  - d) Projects specifically included in an approved replacement schedule
  - e) Projects which reduce the cost of operations. Projects which increase the cost of operations shall have identified trade-offs to support those additional costs.
  - f) Projects which significantly improve safety and reduce risk exposure.

## 2004-2005 BUDGET-EXPENDITURES BY FUND





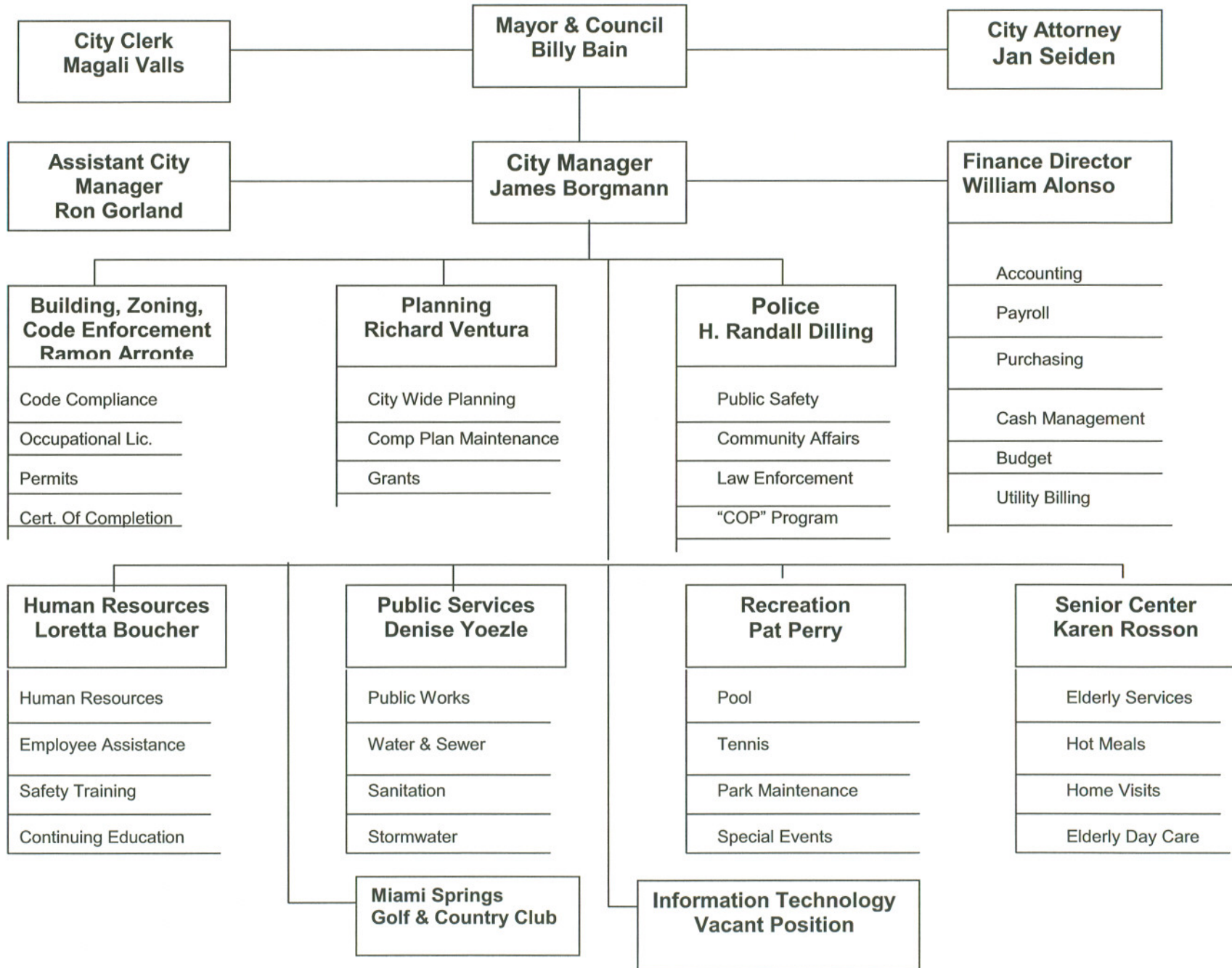
## Budget Calendar

### ***FY 2004-2005 Budget Development Process & Tentative Timetable***

DATE	ACTIVITY
June 30, 2004	FY 2003 <i>Comprehensive Annual Financial Reports</i> (CAFR) released to City Council
July 1, 2004	City Manager's Office receives the <b>2004 Certification of Taxable Values (DR-420)</b> from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation
July 7, 2004	City Manager holds <b>initial</b> budget preparation meeting with department heads & staff to distribute the FY 2004-2005 <i>Operating and Capital Budget Request Manual</i> and forms
July 14, 2004	Last day for departments to submit their FY 2004-2005 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects
July 15, 2004 thru July 22, 2004	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
July 22, 2004 thru July 29, 2004	City Manager meetings with individual operating departments to review and consult with department heads to evaluate spending levels - Finance to advise individual department of time/date
Thursday, July 29, 2004	<b>Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating &amp; debt service for FY 2004-2005</b>
July 30, 2004	Finance Department advises City Manager of proposed funding levels - making determination and recommends (if necessary) any budgetary cuts or adjustments Proposed ad valorem millage rates on Form DR-420 sent to Miami Dade County Tax Collector
August 4, 2004	<b>FY 2004-2005 Proposed Operating Budget document</b> to the print shop
August 6, 2004	<b>Manager's FY 2005 Proposed Operating Budgets delivered to Council</b>
August 16 , August 30, 2004	City Council holds special budget workshops to review individual departmental budget submissions, city-wide revenues, trends and other issues related to the fiscal operations of the City for FY 2004-2005 - all tentative and to be scheduled by Council
On or about August 25, 2004	<i>County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs</i>
Monday, September 13, 2004	<b>City Council to hold the first of two mandatory public hearings (as defined by State Statutes) to adopt tentative operating millage rates and operating budgets for FY -2004-2005</b>
Within 15 days of 1st hearing, Sept 23, 2004	<i>Advertise the tentative millage and budgets; date, time and location for second public hearing in designated papers - <u>Daily Business Review</u> and <u>Rivers Cities Gazette</u></i>
Monday Sept 27, 2003	<b>Second of two public hearings on the FY 2004-2005 operating budgets held at which point Council adopts the final millage rate and corresponding budgets</b>
Within 3 days of 2nd hearing Wednesday Sept. 28, 2004	<b>Final adopted millage rates and operating budgets are forwarded to the County's Property Appraiser and Tax Collector no later than 5.00 PM</b>
Within 30 days of the final hearing	City submits <b><i>Certificate of Compliance [DR-487]</i></b> to the Florida Department of Revenue in Tallahassee - confirming that the City was in compliance with Truth-in-Millage rules.



# CITY OF MIAMI SPRINGS ORGANIZATIONAL CHART



**POSITION CLASSIFICATION AND PAY PLAN**

**FISCAL YEAR 2004-2005**

**GENERAL & EXEMPT EMPLOYEES**

<b>POSITION</b>	<b>PAY GRADE</b>	<b>PAY RANGE</b>	
		<b>MINIMUM</b>	<b>MAXIMUM</b>
MAINTENANCE WORKER I	8	19,892	29,494
CLERICAL ASSISTANT	9	20,428	30,292
AUTOMOTIVE SERVICE WORKER	10	20,938	31,047
EQUIPMENT OPERATOR	10	20,938	31,047
REFUSE COLLECTOR	10	20,938	31,047
TREE TRIMMER	10	20,938	31,047
UTILITY SERVICE WORKER I	10	20,938	31,047
REFUSE TRUCK DRIVER	13	22,548	33,435
HEAVY EQUIPMENT OPERATOR	14	23,113	34,276
METER READER	14	23,113	34,276
UTILITY SERVICE WORKER II	14	23,113	34,276
ADMINISTRATIVE ASSISTANT I	15	23,690	35,131
MATERIALS MANAGEMENT CLERK	15	23,690	35,131
POLICE ADMINISTRATIVE SPECIALIST I	15	23,690	35,131
UTILITY SERVICE WORKER III	15	23,690	35,131
ACCOUNTING CLERK I	16	24,280	36,011
ACCOUNTING CLERK II	18	25,508	37,834
AUTOMATED EQUIPMENT OPERATOR	19	26,150	38,782
BUILDING MAINTENANCE CREW LEADER	19	26,150	38,782
POLICE DISPATCHER I	19	26,150	38,782
AUTOMOTIVE MECHANIC	20	26,804	39,750
POLICE DISPATCHER II	21	27,470	40,743
ACCOUNTING CLERK III	22	28,160	41,758
ADMINISTRATIVE ASSISTANT II	22	28,160	41,758
PARKS MAINTENANCE FOREMAN	22	28,160	41,758
SANITATION FOREMAN	22	28,160	41,758
ADMINISTRATIVE ASSISTANT III	24	29,586	43,873
AUTOMOTIVE MECHANIC FOREMAN	24	29,586	43,873
DEPUTY CITY CLERK	24	29,586	43,873
POLICE ADMINISTRATIVE SPECIALIST II	24	29,586	43,873
WATER & SEWER FOREMAN	24	29,586	43,873
CODE ENFORCEMENT OFFICER	25	30,322	44,972
POLICE SENIOR ADMINISTRATIVE SPECIALIST	25	30,322	44,972
POLICE COMMUNICATIONS SUPERVISOR	26	31,080	46,096
MASTER ELECTRICIAN	28	32,658	48,426
OPERATIONS SUPERVISOR	28	32,658	48,426
RECREATION SPECIALIST	28	32,658	48,426
TURF SPECIALIST	28	32,658	48,426
EXECUTIVE SECRETARY	29	33,185	48,801
HUMAN RESOURCES SPECIALIST	29	33,185	48,801
PARKS MAINTENANCE FOREMAN/ARBORIST	29	33,185	48,801
* ASSISTANT PARKS & RECREATION DIRECTOR	33	36,950	54,791
* SOCIAL SERVICES DIRECTOR	33	36,950	54,791
SENIOR STAFF ACCOUNTANT	33	36,950	54,791
* HUMAN RESOURCES DIRECTOR	37	40,782	60,481
PURCHASING/SYSTEMS MANAGER	37	40,782	60,481
* ASSISTANT FINANCE DIRECTOR	40	43,918	65,132
* ASSISTANT PUBLIC WORKS DIRECTOR	40	43,918	65,132
* BUILDING OFFICIAL	40	43,918	65,132
* INFORMATION TECHNOLOGY DIRECTOR	40	43,918	65,132
* PARKS & RECREATION DIRECTOR	40	43,918	65,132
* CITY PLANNER	44	48,476	71,892
* POLICE LIEUTENANT	44P	52,319	76,065
* POLICE CAPTAIN	46P	54,966	79,919
* FINANCE DIRECTOR	48	53,509	79,353
* ASSISTANT PUBLIC SERVICES DIRECTOR	49	63,407	84,542
* ASSISTANT CITY MANAGER	50	66,025	99,039
* PUBLIC SERVICES DIRECTOR	50	66,025	99,039
* CHIEF OF POLICE	50P	60,668	88,214

\* Exempt from overtime/compensatory time in accordance with FLSA

Effective 10/1/04



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## **ANALYSIS, GRAPHICS, AND SUPPLEMENTARY INFORMATION**

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**CITY OF MIAMI SPRINGS**  
**BUDGET SUMMARY FY 2004-05**

	<b>Budget FY03-04</b>	<b>Proposed Budget FY04-05</b>	<b>% Increase (Decrease)</b>
<b><u>General Fund:</u></b>			
Budgeted Revenues	\$ 10,332,132	\$ 10,713,824	3.7%
Budgeted Expenditures	(10,332,132)	(\$10,317,451)	-0.1%
Excess revenues over exp	-	396,373	
Reserve for fund balance	-	(396,373)	
	\$ -	\$ -	
<b><u>Law Enforcement</u></b>	<b><u>FY03-04</u></b>	<b><u>FY04-05</u></b>	
Budgeted Revenues	\$ 189,516	\$ 105,038	-44.6%
Budgeted Expenditures	(189,516)	(105,038)	-44.6%
	\$ -	\$ -	
<b><u>Road &amp; Transportation</u></b>	<b><u>FY03-04</u></b>	<b><u>FY04-05</u></b>	
Budgeted Revenues	\$ 740,000	\$ 795,683	7.5%
Budgeted Expenditures	(740,000)	(795,683)	7.5%
	\$ -	\$ -	
<b><u>Senior Center</u></b>	<b><u>FY03-04</u></b>	<b><u>FY04-05</u></b>	
Budgeted Revenues	\$ 302,946	\$ 284,030	-6.2%
Budgeted Expenditures	(302,946)	(284,030)	-6.2%
	\$ -	\$ -	
<b><u>Golf Course</u></b>	<b><u>FY03-04</u></b>	<b><u>FY04-05</u></b>	
Budgeted Revenues	\$ 2,063,993	\$ 1,678,630	-18.7%
Budgeted Expenditures	(2,063,993)	(1,678,630)	-18.7%
	\$ -	\$ -	
<b><u>Debt Service</u></b>	<b><u>FY03-04</u></b>	<b><u>FY04-05</u></b>	
Budgeted Revenues	\$ 395,709	\$ 396,268	0.1%
Budgeted Expenditures	(395,709)	(396,268)	0.1%
	\$ -	\$ -	
<b><u>Total Governmental</u></b>			
Budgeted Revenues	\$ 14,024,296	\$ 13,973,473	-0.4%
Budgeted Expenditures	(14,024,296)	(13,577,100)	-3.2%
Excess revenues over exp	-	396,373	
Reserve for fund balance	-	(396,373)	
	\$ -	\$ -	



**CITY OF MIAMI SPRINGS**  
**ENTERPRISE FUND BUDGET SUMMARY FY 2004-05**

	Actual	Budget	Proposed	% Increase (Decrease) From FY 03-04
<u>Water &amp; Sewer Fund</u>	<u>FY02-03</u>	<u>FY03-04</u>	<u>Budget</u> <u>FY04-05</u>	<u>Budget</u>
Revenues	\$ 4,904,678	\$ 5,722,012	\$ 4,942,060	-14%
Operating Expenses	(3,730,519)	(4,556,792)	(3,793,903)	-17%
Operating Profit(Loss)	1,174,159	1,165,220	1,148,157	-1%
Admin Fee Pd to General Fund	(350,000)	(350,000)	(310,000)	-11%
Depreciation	(785,837)	(350,000)	(643,361)	84%
Net Income(loss)	\$ 38,322	\$ 465,220	\$ 194,796	-58%
 <u>Sanitation</u>				
Revenues	\$ 1,526,556	\$ 1,595,834	\$ 1,535,000	-4%
Operating Expenses	(1,532,574)	(1,474,865)	(1,585,256)	7%
Operating Profit(Loss)	(6,018)	120,969	(50,256)	-142%
Admin Fee Pd to General Fund	(75,000)	(75,000)	(97,000)	29%
Depreciation	(80,866)	(50,000)	(130,636)	161%
Net Income(loss)	\$ (161,884)	\$ (4,031)	\$ (277,892)	6794%
 <u>Stormwater</u>				
Revenues	\$ 280,633	\$ 250,848	\$ 782,656	212%
Operating Expenses	(136,798)	(217,167)	(659,937)	204%
Operating Profit(Loss)	143,835	33,681	122,719	264%
Admin Fee Pd to General Fund	-	-	(18,000)	100%
Depreciation	(96,425)	(40,000)	(96,425)	141%
Net Income(loss)	\$ 47,410	\$ (6,319)	\$ 8,294	-231%
 <u>Total Enterprise</u>				
Revenues	\$ 6,711,867	\$ 7,568,694	\$ 7,259,716	-4%
Operating Expenses	(5,399,891)	(6,248,824)	(6,039,096)	-3%
Operating Profit(Loss)	1,311,976	1,319,870	1,220,620	-8%
Admin Fee Pd to General Fund	(425,000)	(425,000)	(425,000)	0%
Depreciation	(963,128)	(440,000)	(870,422)	98%
Net Income(loss)	\$ (76,152)	\$ 454,870	\$ (74,802)	-116%

**CITY OF MIAMI SPRINGS  
PROPOSED REVENUE FY 2004-05**

<b>GENERAL FUND</b>	<b>\$10,713,824</b>
<b>SPECIAL REVENUE FUNDS:</b>	
Road and Transportation Fund	795,683
Law Enforcement Trust Fund	105,038
Senior Center	284,030
Golf Course Fund	1,678,630
Total Special Revenue Funds	<u>2,863,381</u>
Debt Service Fund-G.O. Bonds	<u>396,268</u>
<b>ENTERPRISE FUNDS:</b>	
<u>Water &amp; Sewer Fund</u>	
Water Fees-Inside City	1,107,400
Water Fees-Outside City	125,000
Water Tapping Fees	2,000
Water Penalties	15,600
Sewer Miami Springs	3,432,000
Sewer Virginia Gardens	225,000
Sewer Connections	15,060
Sewer Penalties	20,000
Total Water & Sewer Fund	<u>4,942,060</u>
<u>Sanitation Fund</u>	
Residential	1,365,000
Recycling	125,000
Penalties	20,000
Bulk Collection Fees	25,000
Total Sanitation Fund	<u>1,535,000</u>
<u>Stormwater Fund</u>	
Residential Class I	221,156
Grant Revenues	500,000
Industrial/Commercial Class II	34,000
Greenspace Class III	24,000
Other Charges	2,500
Penalties	1,000
Total Stormwater Fund	<u>782,656</u>
Total All Funds	<u><u>21,233,189</u></u>



**CITY OF MIAMI SPRINGS**  
**LISTING OF TOP EXPENDITURES**

	<b>FY 2003-04</b>	<b>FY 2004-05</b>		<b>% of Change</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>% of Total</u></b>	<b><u>From FY2003-04</u></b>
Salaries	\$ 6,790,374	\$ 7,142,623	33.5%	5.2%
Health Insurance Benefits	437,482	590,785	2.8%	35.0%
Other Employee Benefits	882,976	848,727	4.0%	-3.9%
<b>Total Salaries &amp; Benefits</b>	<b>8,110,832</b>	<b>8,582,135</b>	<b>40.2%</b>	<b>5.8%</b>
Sewer Processing	2,400,000	1,631,450	7.6%	-32.0%
Debt Service Payments	1,287,372	1,057,543	5.0%	-17.9%
Capital Expenditures	795,878	1,485,400	7.0%	86.6%
Depreciation/Amortization	418,000	870,422	4.1%	108.2%
Contractual Services	751,013	758,039	3.6%	0.9%
Waste Disposal	670,000	757,500	3.6%	13.1%
Operating Supplies	749,893	671,334	3.1%	-10.5%
Water Purchases	620,000	640,000	3.0%	3.2%
Golf Course Salaries	751,285	638,800	3.0%	-15.0%
Professional Fees	465,125	469,925	2.2%	1.0%
Reserve for general fund	-	396,373	1.9%	100.0%
Management fee paid by enterprise funds	425,000	425,000	2.0%	0.0%
Contingencies	460,697	325,000	1.5%	-29.5%
Repairs and Maintenance	382,549	258,148	1.2%	-32.5%
Transfers to other funds	350,000	255,276	1.2%	-27.1%
Employee Benefits-Golf Course	136,829	140,624	0.7%	2.8%
Other Misc Expenses	2,905,047	1,970,220	9.2%	-32.2%
<b>Total Budgeted Expenditures(All Funds)</b>	<b>21,679,520</b>	<b>21,333,189</b>	<b>100.0%</b>	<b>-1.6%</b>

**CITY OF MIAMI SPRINGS**  
**PERSONNEL COMPARISON BY DEPARTMENT**

	FY 2002-03 →		FY 2003-04 →		FY 2004-05 →		Increase(decrease) from FY 2003-04	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Office of the City Manager	2.5	0	2.5	0	3.0	0	0.5	-
Office of the City Clerk	2.0	0	2.0	0	2.0	0	-	-
Human Resource Department	2.0	0	2.0	0	2.0	0	-	-
Finance & Budget Department	9.0	2	11.0	1	9.5	1	(1.5)	-
IT Department	0.0	0	0.0	0	1.5	0	1.5	-
Planning Department	1.5	0	1.5	0	1.5	0	-	-
Police Department	54.0	10	54.0	10	55.0	10	1.0	-
Building ,Zoning & Code Enforce	5.0	0	6.0	0	4.5	1	(1.5)	1.0
Public Works - Administration	6.0	0	6.0	0	6.0	0	-	-
Public Works - Streets	2.0	1	2.0	1	2.0	1	-	-
Public Works - Properties	13.0	8	13.0	5	13.0	5	-	-
Public Works - Building Maintenance	1.0	0	1.0	0	1.5	0	0.5	-
Public Works - Fleet Maintenance	4.0	0	4.0	0	4.0	0	-	-
Recreation	4.0	39	4.0	39	3.0	38	(1.0)	(1.0)
Aquatics	1.0	19	1.0	19	1.0	19	-	-
Tennis	1.0	3	0.0	3	0.5	3	0.5	-
Park Maintenance	2.0	1	2.5	0	2.5	0	-	-
Senior Center	1.0	6	1.0	6	1.0	6	-	-
Water Fund	6.5	1	6.5	1	8.0	1	1.5	-
Sewer Fund	6.5	0	6.5	0	6.5	0	-	-
Sanitation Fund	13.0	0	13.0	0	13.0	0	-	-
Stormwater Fund	2.0	0	2.0	0	2.0	0	-	-
							-	-
<b>TOTAL PERSONNEL</b>	139.0	90	141.5	85	143.0	85	1.5	0.0



**City of Miami Springs**  
**Transfer From and Transfer To Schedule**

<b>Fund</b>	<b>Transfer From</b>	<b>Transfer To</b>
General Fund	255,276	425,000
Senior Center	-	128,646
Golf Course Fund		126,630
Water Fund*	78,000	-
Sewer Fund*	232,000	-
Sanitation Fund*	97,000	
Stormwater Fund*	18,000	-
	\$ 680,276	\$ 680,276

\* Administrative charges paid to the General Fund

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## **GENERAL FUND**

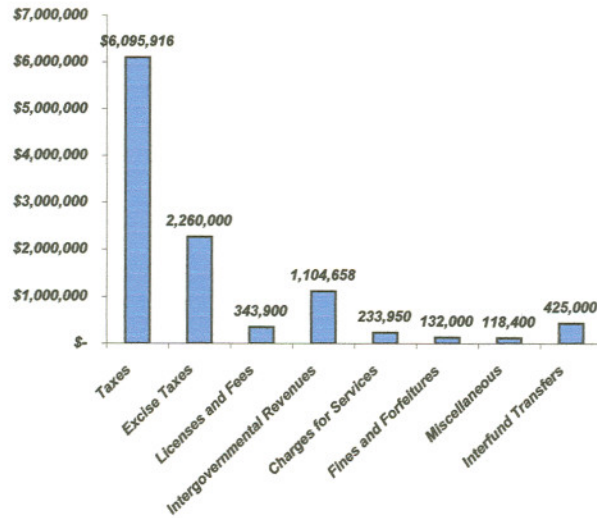
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**CITY OF MIAMI SPRINGS  
SUMMARY OF GENERAL FUND REVENUES**

REVENUES	FY01-02 Actual	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
Taxes	\$4,895,579	\$ 5,309,854	\$ 5,672,885	\$ 6,095,916	56.9%	7.5%
Excise Taxes	2,207,207	2,234,544	2,230,000	2,260,000	21.1%	1.3%
Licenses and Fees	411,290	359,674	338,900	343,900	3.2%	1.5%
Intergovernmental Revenues	1,116,831	1,142,268	985,819	1,104,658	10.3%	12.1%
Charges for Services	253,104	276,164	189,721	233,950	2.2%	23.3%
Fines and Forfeitures	236,873	103,764	189,500	132,000	1.2%	-30.3%
Miscellaneous	135,267	164,758	300,307	118,400	1.1%	-60.6%
Interfund Transfers	425,000	425,000	425,000	425,000	4.0%	0.0%
<b>Total Revenue</b>	<b>9,681,151</b>	<b>10,016,026</b>	<b>10,332,132</b>	<b>10,713,824</b>	<b>100.0%</b>	<b>3.7%</b>

FY 2004-05 BUDGETED REVENUES



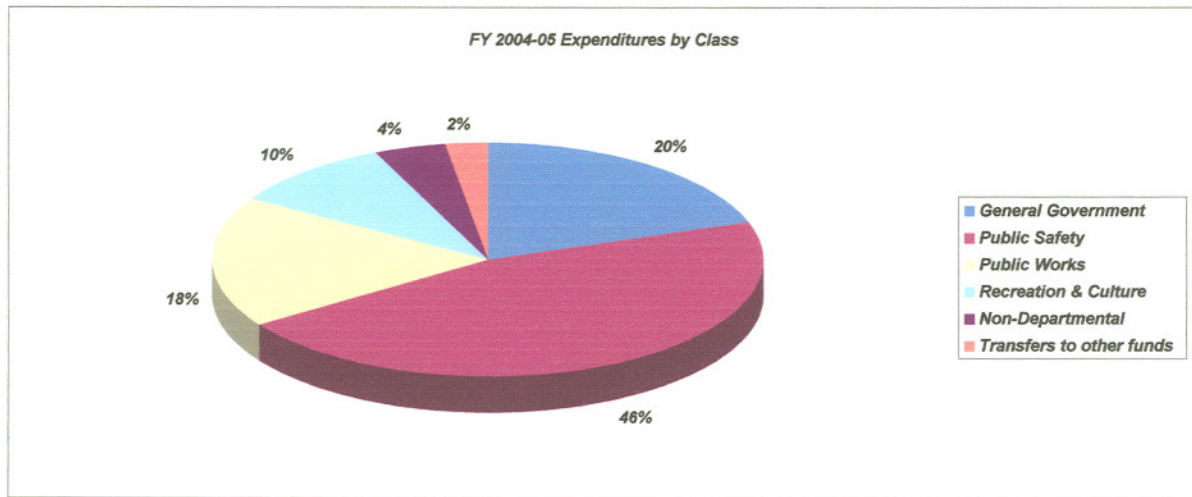
**CITY OF MIAMI SPRINGS  
REVENUE COMPARISON  
GENERAL FUND**

Line Item Revenue	FY 01-02 Actual	FY 02-03 Actual	FY 03-04 Budget	FY 04-05 Budget	% of Total	% Change from 2003-04
Ad Valorem Taxes - Current	\$4,862,560	\$5,270,879	\$5,637,885	\$ 6,060,916	56.6%	7.5%
Ad Valorem Taxes - Delinquent	33,019	13,062	35,000	35,000	0.3%	0.0%
Utility and Franchise Taxes	2,207,207	2,260,457	2,230,000	2,260,000	21.1%	1.3%
Occupational Licenses - City	33,347	49,846	30,000	30,000	0.3%	0.0%
Occupational Licenses - County	24,000	20,949	24,000	20,000	0.2%	-16.7%
Building Permits	104,774	79,991	75,000	85,000	0.8%	13.3%
Electrical Permits	31,778	25,859	30,000	25,000	0.2%	-16.7%
Plumbing Permits	17,151	20,628	22,000	20,000	0.2%	-9.1%
Roofing Permits	56,631	50,151	58,000	52,500	0.5%	-9.5%
Mechanical Permits	16,384	15,276	14,000	17,000	0.2%	21.4%
Zoning Permits	1,900	6,010	2,000	6,000	0.1%	200.0%
Certification of Completions	10,951	1,395	1,400	1,400	0.0%	0.0%
Structural Permits	900	12,550	10,000	12,000	0.1%	20.0%
Other Permits	113,474	77,020	72,500	75,000	0.7%	3.4%
2/3-cent Cigarette Tax (Rev. Shr)	180,423	206,570	197,000	197,000	1.8%	0.0%
8-cent Motor Fuel Tax	122,065	115,944	115,000	115,000	1.1%	0.0%
Alcoholic Beverage License	11,725	10,223	11,500	10,500	0.1%	-8.7%
1/2-cent Sales Tax	797,929	799,261	803,000	771,858	7.2%	-3.9%
Gas Tax Rebate	4,689	10,271	7,800	10,300	0.1%	32.1%
School Crossing Guards	44,352	45,327	45,000	45,000	0.4%	0.0%
Other Fees	3,317	2,996	3,451	3,000	0.0%	-13.1%
Program Activity Fees	22,515	16,494	14,790	16,500	0.2%	11.6%
Full-day Day Care	112,930	102,118	105,000	102,500	1.0%	-2.4%
Water Polo/Aquatics Teams	507	2,159	3,200	4,400	0.0%	37.5%
Swimming Pool Admissions	29,623	39,752	30,000	29,750	0.3%	-0.8%
Tennis Fees	4,987	3,345	2,500	2,500	0.0%	0.0%
Vending Machines	3,329	300	2,000	2,000	0.0%	0.0%
Fireworks-VG	1,000	-	2,000	3,000	0.0%	50.0%
Tennis Lessons	2,750	1,742	1,000	2,000	0.0%	100.0%
Tennis Merchandise	638	259	500	300	0.0%	-40.0%
Tennis Memberships	1,212	1,701	1,000	1,000	0.0%	0.0%
Miscellaneous Charges for Serv	10,884	15,060	9,000	5,000	0.0%	-44.4%
Copies & Other Charges	2,135	2,675	2,000	2,000	0.0%	0.0%
Lien Search	12,745	41,920	12,000	15,000	0.1%	25.0%
Clerk of the Court - Fines	234,673	102,765	185,000	130,000	1.2%	-29.7%
Code Enforcement tickets	2,200	500	2,000	1,000	0.0%	-50.0%
Disabled Parking tickets	-	498	2,500	1,000	0.0%	-60.0%
Interest - Checking	16,010	17,351	10,000	4,000	0.0%	-60.0%
Interest - State Board	12,949	1,341	10,000	8,000	0.1%	-20.0%
Interest - Tax Collections	8,896	5,521	1,000	6,000	0.1%	500.0%
Rent - Metro Fire	9,196	9,067	9,128	9,100	0.1%	-0.3%
Rent - Dade Co. Library	8,253	7,565	8,253	8,300	0.1%	0.6%
Rent - Bus Benches	3,612	3,672	3,612	4,000	0.0%	10.7%
Recreational Activities	6,738	3,450	6,738	3,500	0.0%	-48.1%
Sprint Tower	40,375	35,152	40,375	43,000	0.4%	6.5%
Nextel	-	6,240	-	6,500	0.1%	100.0%
Surplus sale of equipment	617	-	1,000	1,000	0.0%	0.0%
Other Miscellaneous	21,027	71,068	12,000	12,000	0.1%	0.0%
Returned check charges	5,644	4,651	5,000	5,000	0.0%	0.0%
Code Enforcement Liens	1,950	-	1,000	8,000	0.1%	700.0%
ITF - Water Admin Fee	200,000	200,000	200,000	78,000	0.7%	-61.0%
ITF - Sewer Admin Fee	150,000	150,000	150,000	232,000	2.2%	54.7%
ITF - Sanitation Admin Fee	75,000	75,000	75,000	97,000	0.9%	29.3%
ITF- Stormwater Admin Fee	-	-	-	18,000	0.2%	100.0%
<b>TOTALS &gt;&gt;&gt;</b>	<b>\$9,680,971</b>	<b>\$10,016,029</b>	<b>\$10,332,132</b>	<b>\$10,713,824</b>	<b>100.0%</b>	<b>3.7%</b>



**CITY OF MIAMI SPRINGS  
EXPENDITURES BY CLASS**

	FY2001-02 <u>Actual</u>	FY2002-03 <u>Actual</u>	FY 2003-04 <u>Budget</u>	FY 2004-05 <u>Budget</u>	% of Change <u>From FY2003-04</u>
General Government	\$ 1,406,479	\$ 1,565,871	\$ 1,395,739	\$ 2,029,924	45.4%
Public Safety	4,189,136	4,142,626	4,907,610	4,732,454	-3.6%
Public Works	2,118,242	1,757,668	1,838,153	1,865,202	1.5%
Recreation & Culture	993,270	896,420	1,068,934	992,159	-7.2%
Non-Departmental	628,986	349,479	771,697	442,437	-42.7%
Transfers to other funds	-	130,000	350,000	255,276	-27.1%
<b>Sub-Totals</b>	<b>\$ 9,336,113</b>	<b>\$ 8,842,064</b>	<b>\$ 10,332,133</b>	<b>\$ 10,317,451</b>	<b>-0.1%</b>
Reserve to Fund Balance	-	-	-	396,373	100.0%
<b>Totals</b>	<b>\$ 9,336,113</b>	<b>\$ 8,842,064</b>	<b>\$ 10,332,133</b>	<b>\$ 10,713,824</b>	<b>3.7%</b>



**CITY OF MIAMI SPRINGS**  
**EXPENDITURES BY DEPARTMENT**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	% Change
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>From FY2003-04</u>
<b><u>Department</u></b>					
Mayor & City Council	\$49,578	\$47,808	\$50,100	\$ 43,817	-12.54%
Office of the City Manager	305,520	264,630	309,427	336,655	8.80%
Office of the City Clerk	152,184	187,699	197,458	213,841	8.30%
Office of the City Attorney	101,300	97,656	96,000	103,000	7.29%
Human Resource Department	156,472	163,151	188,096	198,417	5.49%
Finance /Budget	429,333	551,821	554,658	645,277	16.34%
IT Department	-	-	-	345,989	100.00%
Planning Department	92,092	107,068	164,078	142,928	-12.89%
Police Department	3,772,486	3,682,136	4,285,968	4,276,755	-0.21%
Police - School Guards	17,203	15,914	23,217	25,258	8.79%
Building ,Zoning & Code Enforce	399,447	444,576	434,347	430,441	-0.90%
Public Works - Administration	353,236	416,268	398,070	483,118	21.37%
Public Works - Streets	293,265	435,901	300,769	296,903	-1.29%
Public Works - Properties	659,881	702,431	812,231	682,324	-15.99%
Public Works - Building Maintenance	221,250	181,867	264,696	282,803	6.84%
Public Works - Fleet Maintenance	590,610	-	62,386	120,054	92.44%
Recreation	623,978	564,981	631,906	556,732	-11.90%
Aquatics	189,213	215,878	239,869	246,931	2.94%
Tennis	97,163	21,071	31,310	50,151	60.18%
Park Maintenance	82,916	115,691	165,849	138,345	-16.58%
Non-Departmental	628,986	495,536	771,697	442,437	-42.67%
Transfers to other funds	120,000	130,000	350,000	255,276	-27.06%
<b>Total</b>	<b>\$9,336,113</b>	<b>\$8,842,083</b>	<b>\$10,332,132</b>	<b>\$10,317,451</b>	<b>-0.14%</b>
Reserve to Fund Balance	-	-	-	396,373	100.00%
<b>Total</b>	<b>\$9,336,113</b>	<b>\$8,842,083</b>	<b>\$10,332,132</b>	<b>\$10,713,824</b>	<b>3.69%</b>

\*\* The amounts included in the "IT" department are costs which historically have been paid by the Finance and Police departments and have been re-allocated to the new IT department.



# **City Council**

## **Mission Statement**

**The mission of the City Council is to provide leadership and direction to the City's future, to assure the present and future fiscal integrity of the municipal government, to represent the interests of the residents of the City, and to promote quick, courteous responses to residents' problems.**

## City Council

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The City Council of the City of Miami Springs is comprised of an elected Mayor and four elected Council members. These individuals serve in the capacity of elected officials for the voters of the City and act as the legislative body of the municipality. Terms are for two years and members may serve for four consecutive terms.

The body is elected to lead, direct and provide policy for the administration. Additionally, the body is responsible to establish laws, regulations, set millage rates, adopt budgets, appropriate funds and other legislative matters. To ensure continuity, the Council appoints citizens to serve as advisors to permanent boards, two retirement systems and various ad hoc advisory committees.

Regular council meetings are held the second and fourth Mondays of each month - excluding July. Special sessions are also held in August to discuss budget and other matters of critical importance.

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### Goals and Objectives

**Goal:** Represent the citizens of Miami Springs in an effective and efficient manner through policy making that meets and anticipates the needs of the City.

<b>Objective:</b> Meet regularly to discuss and decide current issues within the City and allow citizens a forum to participate in the policies affecting their City.
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**Goal:** Enhance community spirit and promote community involvement through use of City boards and committees.

<b>Objective:</b> Support all City boards and committees and ensure that all vacant posts are filled.
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### Budget Highlights or Modifications

There are no major changes or modifications to the 2004-05 budget.

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**MAYOR AND CITY COUNCIL**  
**Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Executive Salaries	\$ 31,800	\$ 32,061	\$ 31,800	\$ 31,800	72.6%	0.0%
Payroll Taxes	2,433	2,453	2,433	2,433	5.6%	0.0%
Workers' Compensation	4,198	4,185	3,686	284	0.6%	-92.3%
<i>Total Personnel Costs</i>	<b>\$ 38,431</b>	<b>\$ 38,699</b>	<b>\$ 37,919</b>	<b>\$ 34,517</b>	<b>78.8%</b>	<b>-9.0%</b>
<b>OPERATING</b>						
Travel & Related Costs	3,579	1,050	4,000	4,200	9.6%	5.0%
Misc. Expenses	-	-	-	900	2.1%	100.0%
Dues, Memberships & Subsc.	2,453	3,132	3,200	3,200	7.3%	0.0%
Liability Insurance	3,279	2,385	3,930	-	0.0%	-100.0%
Telephone	1,836	2,543	1,051	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<b>\$ 11,147</b>	<b>\$ 9,110</b>	<b>\$ 12,181</b>	<b>\$ 8,300</b>	<b>18.9%</b>	<b>-31.9%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	1,000	2.3%	100.0%
<i>Total Capital Outlay</i>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>2.3%</b>	<b>100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 49,578</b>	<b>\$ 47,808</b>	<b>\$ 50,100</b>	<b>\$ 43,817</b>	<b>100.0%</b>	<b>-12.5%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Mayor	1	1	1	1	20.0%	0.0%
City Council Members	4	4	4	4	80.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>100.0%</b>	<b>0.0%</b>

# **City Manager**

## **Mission Statement**

**The mission of the City Manager's office is to implement City Council policies; to oversee all departmental activities, enabling and supporting the departments as they work in the best interests of our community; to instill the City's vision statement among our employees and to foster an outstanding level of service at a reasonable cost.**



## City Manager

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The City Manager is the Chief Administrative Officer of the City. The office of the City Manager is responsible for implementing the policies mandated by the Mayor and City Council. The City Manager is also responsible for the direction of all City departments and functions. The office is governed by Article IV of the City Charter. Responsibilities include: enforcement of all rules, regulations and policies; preparation and submission of annual operating budgets; ensuring the fiscal integrity of the City; monitoring all contracts, administrative positions, capital projects, and other directives of the Mayor and City Council.

The Manager acts as an ex-officio member to all City boards, committees and pension boards as a liaison.

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### Goals and Objectives

**Goal:** Provide professional administration of policies and programs established by the City Council.

<b>Objective:</b> Review all agenda items being presented to the City Council and attend all Council meetings.
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**Goal:** Provide leadership in the daily administration of the City government and assure fair and consistent treatment to all employees and customers of the City.

<b>Objective:</b> Respond to all inquiries, both internal and external, in a courteous and timely manner.
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### Budget Highlights or Modifications

Salary increased since the Assistant City Manager position is budgeted for a full fiscal year, this position was partially budgeted in FY2003-04..

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**CITY MANAGER  
Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Salaries	\$ 213,015	\$ 189,184	\$ 223,815	\$ 242,715	72.1%	8.4%
Overtime	301	821	1,600	1,000	0.3%	-37.5%
Payroll Taxes	16,545	13,612	14,792	18,644	5.5%	26.0%
Pension & Retirement	25,310	19,755	23,200	30,396	9.0%	31.0%
Health Insurance	8,893	6,645	9,600	13,007	3.9%	35.5%
Workers' Compensation	5,278	5,608	4,424	1,996	0.6%	-54.9%
<i>Total Personnel Costs</i>	<i>\$ 269,342</i>	<i>\$ 235,625</i>	<i>\$ 277,431</i>	<i>\$ 307,758</i>	<i>91.4%</i>	<i>10.9%</i>
<b>OPERATING</b>						
Professional Services	50	-	-	-	0.0%	0.0%
Travel & Related Costs	10,372	6,781	13,000	13,000	3.9%	0.0%
Communications & Freight	832	848	500	-	0.0%	-100.0%
Printing & Binding	661	110	500	-	0.0%	-100.0%
Office Supplies	1,762	-	-	600	0.2%	100.0%
Operating Supplies	1,253	264	500	4,000	1.2%	700.0%
Postage	-	-	-	126	100.0%	100.0%
Dues, Memberships & Subsc.	1,288	1,026	800	800	0.2%	0.0%
Training & Education	63	-	500	500	0.1%	0.0%
Liability Insurance	3,732	2,462	4,205	5,838	1.7%	38.8%
Telephone/Internet	12,696	17,514	11,991	4,033	1.2%	-66.4%
<i>Total Operating Costs</i>	<i>\$ 32,709</i>	<i>\$ 29,005</i>	<i>\$ 31,996</i>	<i>\$ 28,897</i>	<i>8.6%</i>	<i>-9.7%</i>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>0.0%</i>	<i>0.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 302,051</b>	<b>\$ 264,630</b>	<b>\$ 309,427</b>	<b>\$ 336,655</b>	<b>100.0%</b>	<b>8.8%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
City Manager	1	1	1	1	33.3%	0.0%
Assistant City Manager	1	0.5	0.5	1	33.3%	100.0%
Executive Secretary	1	1	1	1	33.3%	100.0%
<b>DEPARTMENT TOTAL</b>	<b>3.0</b>	<b>2.5</b>	<b>2.5</b>	<b>3.0</b>	<b>100.0%</b>	<b>200.0%</b>



# **City Clerk**

## **Mission Statement**

**The mission of the City Clerk's office is commitment to the service of the City Council, City Departments and all the citizens of Miami Springs by providing accurate, and unbiased records of all municipal proceedings, and in the retrieval of these records in a courteous and expeditious manner, providing the means for citizens to participate in local government and together build a more harmonious community in which to live.**

## City Clerk

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The Office of the City Clerk is responsible for officially maintaining all records and minutes of the City.

The Office of the City Clerk is responsible for conducting all City elections (F.S.S.106 and City Charter 8.02(1) and for preserving all permanent records, ordinances, resolutions proclamations, minutes, contracts, historical documents and other official records in compliance with F.S.S. chapter 119 and Charter 8.02 (4).

The City Clerk serves as Records Management Liaison Officer (RMLO) to all City departments as needed. With the Mayor and City Manager, the Clerk attests to all official City documents and records the appropriate document with the Clerk of the Court (Charter 8.02).

The City Clerk's office attends, records and transcribes minutes of all City Council meetings, in a timely fashion, as well as a summary of actions for proper follow-up by all departments. The City Clerk also provides notary, information and referral services to the general public to enhance community relations.

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### Goals and Objectives:

**Goal:** Provide for and ensure the accurate and unbiased compilation and maintenance of the legislative history of the official actions and documents of the City of Miami Springs.

<p><b>Objective:</b> (1) Compile and distribute all agenda documents for the City Council meetings, special meetings, and advisory boards and attend meetings and (2) Transcribe accurate minutes of proceedings in accordance with established procedures and time frames.</p>
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**Goal:** To serve as a principal contact for citizen inquires and inform the residents of the actions of the City using the most current means and methods.

<p><b>Objective:</b> Provide effective and courteous customer service within a reasonable time as specified by State law and the policies of the City.</p>
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### Budget Highlights or Modifications

- 1) Budget includes an expenditure of \$1,500 for a new laptop computer
  - 2) Increases in contractual services and advertising due to the three elections scheduled during FY2004-05.
  - 3) FY2004-05 budget reflects a 8.6% increase over FY2003-04.
-



**OFFICE OF THE CITY CLERK**  
**Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 101,126	\$ 107,577	\$ 112,180	\$ 119,093	55.7%	6.2%
Overtime	1,552	1,947	1,700	1,700	0.8%	0.0%
Payroll Taxes	7,538	8,056	8,712	9,241	4.3%	6.1%
Pension & Retirement		-	1,511	2,851	1.3%	88.7%
Health Insurance	8,421	8,999	8,268	7,951	3.7%	-3.8%
Workers' Compensation	3,118	3,199	2,949	1,000	0.5%	-66.1%
<i>Total Personnel Costs</i>	<b>\$ 121,755</b>	<b>\$ 129,778</b>	<b>\$ 135,320</b>	<b>\$ 141,835</b>	<b>66.3%</b>	<b>4.8%</b>
<b>OPERATING</b>						
Professional Services	2,875	-	-	-		
Contractual Services	448	18,721	17,000	25,000	11.7%	47.1%
Travel & Related Costs	957	519	750	750	0.4%	0.0%
Telephone & Internet	19	9,047	-	1,972	0.9%	100.0%
Repairs & Maintenance	814	1,137	2,257	2,257	1.1%	0.0%
Rentals & Lease	-	-	-	370	0.2%	100.0%
Printing & Binding	3,960	4,127	5,000	5,000	2.3%	0.0%
Postage	-	-	-	731	0.3%	100.0%
Advertising & Promotions	4,325	17,874	18,000	20,000	9.4%	11.1%
Office Supplies	1,152	420	-	2,500	1.2%	100.0%
Operating Supplies	4,322	3,514	6,000	6,000	2.8%	0.0%
Dues, Memberships & Subsc.	1,128	1,337	1,585	1,600	0.7%	0.9%
Training & Education	465	105	600	600	0.3%	0.0%
Liability Insurance	2,484	1,120	2,755	2,926	1.4%	6.2%
Vehicle registration & Tag	-	-	-	800	53.3%	100.0%
Computers/Communications	6,528	-	6,190	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<b>\$ 29,477</b>	<b>\$ 57,922</b>	<b>\$ 60,137</b>	<b>\$ 70,506</b>	<b>33.0%</b>	<b>17.2%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	953	-	2,000	1,500	0.7%	-25.0%
<i>Total Capital Outlay</i>	<b>\$ 953</b>	<b>\$ -</b>	<b>\$ 2,000</b>	<b>\$ 1,500</b>	<b>0.7%</b>	<b>-25.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 152,185</b>	<b>\$ 187,699</b>	<b>\$ 197,457</b>	<b>\$ 213,841</b>	<b>100.0%</b>	<b>8.3%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
City Clerk	1	1	1	1	50.0%	0.0%
Deputy City Clerk	1	1	1	1	50.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

# **City Attorney**

## **Mission Statement**

**The mission of the City Attorney's office is to provide competent legal advice and counsel to City officials and administration in a timely manner and zealously represent the City's interest and positions in negotiations and litigation.**



## **City Attorney**

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The office of the City Attorney reflects the direct charges associated with the contractual services provided by the City's legal counsel. Miami Springs, not having a large enough demand for an internal legal staff, contracts all legal services with the firm of Weintraub, Weintraub, Seiden & Orshan.

The firm, through its partners, represents the City on all legal matters including, but not limited to, attendance at all regular and special council meetings, planning and zoning boards, and Board of Adjustment meetings. Additionally, the office is responsible for coordinating responses and initiating all legal opinions, litigation matters and applications of all federal, state, county, and local rules, regulations, ordinances, resolutions, or other statutory matters.

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### **Goals and Objectives:**

**Goal:** Provide competent legal advice and council in a timely manner to City Officials and administration.

<b>Objective:</b> Provide legal advice through attendance at meetings and workshops and by responding to all inquiries in a timely manner.
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<b>Objective:</b> Review, draft and negotiate contracts and agreements between the City and other entities or persons in a timely manner.
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### **Budget Highlights or Modifications**

There are no major changes or modifications to the 2004-05 budget.

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**OFFICE OF THE CITY ATTORNEY**  
Expenditure Detail

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>OPERATING</b>						
Professional Services	\$ 100,058	\$ 97,656	\$ 95,000	\$ 101,500	98.5%	6.8%
Training and Education	-	-	-	500	100.0%	100.0%
Dues, Memberships & Subsc.	1,242	0	1,000	1,000	1.0%	0.0%
<i>Total Operating Costs</i>	\$ 101,300	\$ 97,656	\$ 96,000	\$ 103,000	100.0%	7.3%
<b>TOTAL EXPENSES</b>	<b>\$ 101,300</b>	<b>\$ 97,656</b>	<b>\$ 96,000</b>	<b>\$ 103,000</b>	<b>100.0%</b>	<b>7.3%</b>



# **Human Resources**

## **Mission Statement**

**The mission of the Human Resources Department is to provide the City of Miami Springs, its residents and its employees, the highest standard of excellence in the administration of a comprehensive personnel program.**

**Central to the mission of this department is the responsibility of providing equal employment opportunity in advancing ethical and effective public personnel management in the area of recruitment, selection, training and the advancement of qualified employees.**

## **Human Resources**

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Human Resources administer a comprehensive personnel program that includes: recruitment, selection, wage and salary administration, employee relations and staff development training programs for City employees. The department advises and counsels City employees on personnel matters. Department staff is responsible for general personnel administration, staff and program development, and collective bargaining with the union and the administration of the Civil Service System. The department is also responsible for risk management and worker's compensation insurance.

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### **Goals and Objectives:**

**Goal:** Develop and maintain effective, positive employee relations.

<p><b>Objective:</b> (1) Provide for the general administration of the personnel policies and employee relations activities of the City including adherence to the Americans with Disabilities Act and (2) Negotiate labor agreements and assist in the processing of employee grievance and disciplinary actions.</p>
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**Goal:** Develop and maintain organization productivity and employee effectiveness.

<p><b>Objective:</b> Provide cost effective training programs for employees.</p>
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<p><b>Objective:</b> Have the City of Miami Springs administrative policies and procedures and Civil Service rules and regulation revisions completed within one month after notification of any legislative changes affecting existing policy or administration of a policy.</p>
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### **Budget Highlights or Modifications**

FY 2004-05 budget reflects a 5.5% increase over FY2003-04, increase is mainly due to the allocation of certain expenses not budgeted in prior year, as well as an increase in advertising expense of \$3,000 more than the FY2003-04 budgeted advertising costs. Salaries increase as a result of budgeted longevity pay and the upgrade in pay plan of the Human Resources Specialist.

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**HUMAN RESOURCES DEPARTMENT**  
**Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 87,054	\$ 94,583	\$ 107,432	\$ 120,149	60.6%	11.8%
Part Time Year Round	112	-	-	-	0.0%	0.0%
Overtime	116	90	250	250	0.1%	0.0%
Payroll Taxes	6,659	7,211	7,998	9,191	4.6%	14.9%
Pension & Retirement	-	-	1,381	2,836	1.4%	105.3%
Health Insurance	6,706	4,204	6,100	5,413	2.7%	-11.3%
Workers' Compensation	3,118	2,180	2,739	501	0.3%	-81.7%
<i>Total Personnel Costs</i>	<i>\$ 103,765</i>	<i>\$ 108,267</i>	<i>\$ 125,900</i>	<i>\$ 138,340</i>	<i>69.7%</i>	<i>9.9%</i>
<b>OPERATING</b>						
Professional Services	20,738	29,602	32,250	32,750	16.5%	1.6%
Travel & Related Costs	19	24	1,500	1,500	0.8%	0.0%
Telephone/Internet	8	9,076	-	1,267	0.6%	100.0%
Printing & Binding	423	-	-	-	0.0%	100.0%
Advertising & Promotions	16,107	4,398	9,000	12,000	6.0%	33.3%
Office Supplies	711	-	-	2,000	1.0%	100.0%
Operating Supplies	1,463	670	500	500	0.3%	0.0%
Dues, Memberships & Subsc.	1,989	1,302	1,000	2,065	1.0%	106.5%
Training & Education	2,237	8,333	9,000	5,000	2.5%	-44.4%
Liability Insurance	2,484	1,478	2,755	2,995	1.5%	8.7%
Computers/Communications	6,528	-	6,190	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<i>\$ 52,707</i>	<i>\$ 54,884</i>	<i>\$ 62,195</i>	<i>\$ 60,077</i>	<i>30.3%</i>	<i>-3.4%</i>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>0.0%</i>	<i>0.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 156,472</b>	<b>\$ 163,151</b>	<b>\$ 188,095</b>	<b>\$ 198,417</b>	<b>100.0%</b>	<b>5.5%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Human Resources Director	1	1	1	1	50.0%	0.0%
Human Resources Specialist	1	1	1	1	50.0%	0.0%
<i>Total of Full-time employees</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>100.0%</i>	<i>0.0%</i>
Part Time Employees	0	0	0	0	0.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

# **Finance Department**

## **Mission Statement**

**The mission of the Finance Department is to safeguard the City's assets and maximize return on investment. The Finance Department will produce accurate and timely financial information for use by both internal and external users.**

## **Finance Department**

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The Finance Department is responsible for overseeing the financial operations of the City including: accounts payable, accounts receivable, audits, budgeting, capital projects accounting, cash management, collections, debt administration, financial analysis, financial reporting, fixed asset reporting, payroll and revenue forecasting, and monitoring. The Finance Department is also responsible for safeguarding the assets of the City.

The department ensures that surplus funds are properly invested to maximize returns on cash for operations.

The department is responsible for utility billing, collections, customer service and accounts receivable collections for the water, sewer, sanitation and storm water funds.

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### **Goals and Objectives:**

**Goal:** Maintain on-line, current, monthly and annual reports to monitor actual revenues and expenditures of the City in comparison to established and approved budgets and report on actions taken to provide acceptable financial results.

<b>Objective:</b> Process accurate financial transactions, reports, analysis in a timely manner as prescribed by federal, state and local laws.
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**Goal:** Improve current internal deficiencies and monitor policy compliance by conducting internal (compliance) audits of the financial operations and schedule staff training as necessary.

<b>Objective:</b> Conduct at least two internal (compliance) audits and three training sessions by September 2005.
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### **Budget Highlights or Modifications**

- 1) Budgeted salaries and benefits increased by approximately \$104,000 due to the fact that in prior years this amount of Finance Department costs were allocated to the enterprise funds.
  - 2) The Finance department is budgeting the full cost of the annual audit , in prior years this cost was allocated to various departments.
  - 3) Budget increased by 16.8% from the FY2003-04 budget due to the matters discussed above. City Administration needs to be informed as to the true cost of operating a department. State guidelines require that audit fees be reflected in the finance department budget, likewise, GASB requires that allocation of costs to enterprise funds be based on an established allocation plan.
-



**FINANCE DEPARTMENT**  
**Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 215,643	\$ 173,971	\$ 320,780	\$ 420,054	65.1%	30.9%
Part Time Year Round	24,578	17,504	13,000	6,032	0.9%	-53.6%
Overtime	1,473	336	750	1,200	0.2%	60.0%
Payroll Taxes	21,199	17,557	25,286	32,687	5.1%	29.3%
Pension & Retirement	6,899	6,143	14,800	19,034	2.9%	28.6%
Health Insurance	19,203	21,678	19,050	30,417	4.7%	59.7%
Workers' Compensation	15,244	18,678	14,745	2,900	0.4%	-80.3%
<i>Total Personnel Costs</i>	<b>\$ 304,239</b>	<b>\$ 255,868</b>	<b>\$ 408,411</b>	<b>\$ 512,324</b>	<b>79.4%</b>	<b>25.4%</b>
<b>OPERATING</b>						
Professional Services & Audit Fees	44,400	91,012	45,000	71,500	11.1%	58.9%
Contractual Services	1,022	-	1,000	500	0.1%	-50.0%
Travel & Related Costs	1,703	1,979	1,000	3,500	0.5%	250.0%
Telephone/Internet	759	654	1,000	7,572	1.2%	657.2%
Repairs & Maintenance	1,397	668	1,500	2,800	0.4%	86.7%
Rentals & Lease	4,708	7,952	14,400	4,824	0.7%	-66.5%
Printing & Binding	4,281	2,515	3,500	2,500	0.4%	-28.6%
Advertising & Promotions	5,504	3,703	4,650	3,500	0.5%	-24.7%
Office Supplies	14,165	23,407	30,000	6,000	0.9%	-80.0%
Courier, UPS, Fedex-Overnight	-	-	-	850	100.0%	100.0%
Postage	-	-	-	3,648	100.0%	100.0%
Operating Supplies	5,904	3,084	6,000	4,800	0.7%	-20.0%
Dues, Memberships & Subsc.	1,569	1,469	1,000	1,500	0.2%	50.0%
Training & Education	2,498	300	1,000	2,000	0.3%	100.0%
Liability Insurance	10,635	6,384	11,035	12,459	1.9%	12.9%
Computers/Communications	26,547	3,582	25,163	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<b>\$ 125,092</b>	<b>\$ 146,708</b>	<b>\$ 146,248</b>	<b>\$ 127,953</b>	<b>19.8%</b>	<b>-12.5%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	149,224	-	5,000	0.8%	100.0%
<i>Total Capital Outlay</i>	<b>\$ -</b>	<b>\$ 149,224</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>0.8%</b>	<b>100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 429,331</b>	<b>\$ 551,800</b>	<b>\$ 554,659</b>	<b>\$ 645,277</b>	<b>100.0%</b>	<b>16.3%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Finance Director	1	1	1	1	10.0%	0.0%
Assistant Finance Director	1	1	1	0	0.0%	-100.0%
Senior Staff Accountant	0	0	0	1	10.0%	100.0%
Senior Staff Accountant	0	0	0	1	10.0%	100.0%
Accounting Clerk II	2	2	2	2	20.0%	0.0%
Accounting Clerk I	1	1	2	2	20.0%	0.0%
Staff Accountant	1	2	2	0	0.0%	-100.0%
Accounting Clerk III	1	1	1	1	10.0%	0.0%
Customer Service	1	1	1	1	10.0%	0.0%
Purchasing/Systems Manager	1	1	1	0.5	5.0%	-50.0%
<i>Total of Full time employees</i>	<b>9</b>	<b>10</b>	<b>11</b>	<b>9.5</b>	<b>95.0%</b>	<b>-13.6%</b>
<i>Part-time Employee</i>						
Clerical Assistant	2	0.5	0.5	0.5	5.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>11.0</b>	<b>10.5</b>	<b>11.5</b>	<b>10.0</b>	<b>100.0%</b>	<b>-13.0%</b>

# **INFORMATION TECHNOLOGY**

## **Mission Statement**

**The mission of the Information Technology Department is to provide technical support to all City Departments, provide training services to all users, and standardize computer related purchases in order to maximize efficiency and produce long term savings.**

## **Information Technology**

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The Information Technology ("IT") department is responsible for overseeing all City computer hardware and software needs. This department is also responsible for the central purchasing of all computer related equipment and supplies for the City in order to maintain consistency and standardization of all computer equipment used city-wide.

IT is also responsible for maintaining the City's website, updating as necessary, and ensuring that residents can access information on-line as easily as possible. The Department also provides training to City employees and ensures that the City's technological capabilities are current and functioning properly.

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### **Budget Highlights or Modifications:**

The IT department is new for FY2004-05, costs budgeted in this department are costs which were incurred by other departments in prior years and have been allocated to this department for FY2004-05. Budget includes \$38,000 for city-wide employee training during FY2004-05, approximately \$93,000 in debt service payments related to a capital lease acquired in FY2003, and includes maintenance & software contracts.

Budget also includes a full time position for an IT Manager, and half the salary of the Purchasing/Systems Manager. This position replaces the approximately \$60,000 per year we are currently incurring for part-time services being outsourced.

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**INFORMATION TECHNOLOGY**  
**Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ -	\$ -	\$ -	\$ 88,824	25.7%	100.0%
Payroll Taxes	-	-	-	6,795	2.0%	100.0%
Pension & Retirement	-	-	-	2,096	0.6%	100.0%
Health Insurance	-	-	-	4,963	1.4%	100.0%
<i>Total Personnel Costs</i>	\$ -	\$ -	\$ -	\$ 102,678	29.7%	100.0%
<b>OPERATING</b>						
Professional Services & Audit Fees	-	-	-	-	0.0%	100.0%
Contractual Services	-	-	-	57,716	16.7%	100.0%
Telephone/Internet	-	-	-	2,200	0.6%	100.0%
Repairs & Maintenance	-	-	-	24,950	7.2%	100.0%
Office Supplies	-	-	-	2,000	0.6%	100.0%
Operating Supplies	-	-	-	10,000	2.9%	100.0%
Dues, Memberships & Subsc.	-	-	-	600	0.2%	100.0%
Training & Education	-	-	-	38,000	11.0%	100.0%
<i>Total Operating Costs</i>	\$ -	\$ -	\$ -	\$ 135,466	39.2%	100.0%
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	15,000	4.3%	100.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ 15,000	4.3%	100.0%
<b>DEBT SERVICE</b>						
Principal	-	-	-	90,637	26.2%	100.0%
Interest	-	-	-	2,208	0.6%	100.0%
<i>Total Debt Service</i>	\$ -	\$ -	\$ -	\$ 92,845	26.8%	100.0%
<b>TOTAL EXPENSES</b>	\$ -	\$ -	\$ -	\$ 345,989	100.0%	100.0%

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Information Technology Director	0	0	0	1	66.7%	100.0%
Purchasing/Systems Manager	0	0	0	0.5	33.3%	100.0%
<i>Total of Full time employees</i>	0	0	0	1.5	100.0%	100.0%
<b>DEPARTMENT TOTAL</b>	0.0	0.0	0.0	1.5	100.0%	100.0%

# **Planning Department**

## **Mission Statement**

**To guide the physical development of the City in a manner that will preserve its unique characteristics and enhance the quality of life for the City's present and future residents.**

## **Planning Department**

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The Planning Department is responsible for general community-wide policy and program planning, as mandated by state law. This effort involves close intergovernmental coordination, particularly with county agencies, the South Florida Regional Planning Council and state agencies such as the Departments of Community Affairs, Environmental Protection and Transportation. Related to this general mission, the department provides research and recommendations on land use, community facilities/services, grant program opportunities, and transportation matters to the City Manager, City Advisory and Quasi-Judicial Boards, and the City Council.

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### **Goals and Objectives:**

**Goal:** Provide planning services consistent with, and in support of the City's official goals for future land use, transportation, housing, infrastructure, conservation, recreation and open space, intergovernmental coordination and capital improvements, as articulated in the comprehensive plan.

<b>Objective:</b> Perform planning service for the development of a plan for downtown revitalization, canal bike path and landscaping Linear Park project.
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<b>Objective:</b> Perform planning services necessary to install a local Geographic Information System (GIS) and provide an interface with the Metro-Dade/FPL GIS.
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<b>Objective:</b> (1) Perform planning services with the Metropolitan Planning Organization and the Florida Department of Transportation to formulate plans for surface transportation improvements in northwest Miami-Dade County that are consistent with the City's goals and objectives. (2) Seek a final resolution of issues relating to new bridges over the Miami River and the Iron Triangle and Expressway Connector.
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### **Budget Highlights or Modifications**

FY2004-05 budget reflects a 12.9% decrease from FY2003-04 mainly due to a reduction in Professional Fees.

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**PLANNING DEPARTMENT**  
**Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 53,971	\$ 66,003	\$ 82,566	\$ 75,487	52.8%	-8.6%
Part Time Year Round	-	-	-	13,572	9.5%	100.0%
Payroll Taxes	4,511	5,049	6,316	6,813	4.8%	7.9%
Pension & Retirement	-	-	1,112	1,781	1.2%	60.2%
Health Insurance	2,167	3,170	2,995	3,896	2.7%	30.1%
Workers' Compensation	3,118	1,594	1,812	736	0.5%	-59.4%
<i>Total Personnel Costs</i>	<i>\$ 63,767</i>	<i>\$ 75,816</i>	<i>\$ 94,801</i>	<i>\$ 102,285</i>	<i>71.6%</i>	<i>7.9%</i>
<b>OPERATING</b>						
Professional Services	11,531	19,125	56,300	22,156	15.5%	-60.6%
Travel & Related Costs	427	598	1,000	1,000	0.7%	0.0%
Communications & Freight	206	113	495	-	0.0%	-100.0%
Utility Services	153	-	-	-	0.0%	0.0%
Courier, UPS, Fedex-Overnight	-	-	-	160	0.1%	100.0%
Rentals & Lease	1,600	738	950	850	0.6%	-10.5%
Printing & Binding	1,421	2,240	2,000	5,476	3.8%	173.8%
Postage	-	-	-	947	0.7%	100.0%
Office Supplies	857	-	-	1,200	0.8%	100.0%
Operating Supplies	5,581	2,013	3,000	3,000	2.1%	0.0%
Dues, Memberships & Subsc.	782	410	500	840	0.6%	68.0%
Training & Education	1,056	-	1,500	1,500	1.0%	0.0%
Liability Insurance	1,863	1,239	1,261	2,154	1.5%	70.8%
Telephone/Internet	2,847	4,777	2,271	1,360	1.0%	-40.1%
<i>Total Operating Costs</i>	<i>28,324</i>	<i>31,253</i>	<i>69,277</i>	<i>40,643</i>	<i>28.4%</i>	<i>-41.3%</i>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>0.0%</i>	<i>0.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 92,091</b>	<b>\$ 107,068</b>	<b>\$ 164,078</b>	<b>\$ 142,928</b>	<b>100.0%</b>	<b>-12.9%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
City Planner	1	1	1	1	66.7%	0.0%
Administrative Assistant I	0.5	0.5	0.5	0.5	33.3%	0.0%
<i>Total of Full time employees</i>	<i>1.5</i>	<i>1.5</i>	<i>1.5</i>	<i>1.5</i>	<i>100.0%</i>	<i>0.0%</i>
<b>DEPARTMENT TOTAL</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>100.0%</b>	<b>0.0%</b>

# **Miami Springs Police Department**

## **Mission Statement**

Our mission is the reduction of crime and the improvement of the quality of life. In accomplishing these goals, personal service will be our commitment, honor and integrity our mandate. We respect the dignity and personal liberties of all people and strive to maintain a partnership with the community to insure that Miami Springs remains a place where people can live and work safely and without fear.

## Police Department

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The Police Department is responsible for protecting the lives and property of the residents, businesses and visitors of the City. The Department preserves the peace, prevents crime, detects and arrests offenders, regulates and controls traffic and enforces all related federal, state, county, local and other regulatory rules, regulations, laws and ordinances.

The department is also responsible, both through the General and Law Enforcement Trust Funds, to operate the Community Policing Office (CPO), the School Crossing Guard program, and other special law-enforcement programs related to the Department of Justice and other agencies.

Additionally, the department works closely with other regional agencies to ensure that public safety matters are addressed and implements specialized enforcement efforts including HIDTA, COPS-MORE, the VIN Program and others as identified.

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### Goals and Objectives:

**Goal:** Enhance and continue efforts to deliver "Personalized Police Service" to the City of Miami Springs.

<b>Objective:</b>	Increase the commitment to addressing the enormous traffic problems and the many legitimate complaints made by residents and enhance the ability to provide traffic safety in the community.
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<b>Objective:</b>	Continue commitment to combating the drug problem through interagency cooperation by the assignment of a Police Officer to the South Florida High Intensity Drug Trafficking Area (HIDTA Program)
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**Goal:** Become more involved in Community Policing to further the relationship between the police and citizens of the community.

<b>Objective:</b>	Regenerate efforts with the goal of increasing the number of Crime Watch neighborhoods and reaffirm our commitment and efforts towards Business Crime Watch.
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<b>Objective:</b>	Increase police visibility in residential and commercial areas by utilizing foot patrol and bicycle patrol.
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## **Police Department**

### **Goals and Objectives (continued):**

#### **Goal: Increase "Homeland Security" efforts.**

<b>Objective:</b>	Utilize grants and alternate funding sources to facilitate additional training and equipment to enhance terrorism preparedness.
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<b>Objective:</b>	Improve communications/networking with other government agencies involved in "Homeland Security" through participation in various task forces and utilization of advanced communication technology.
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### **Budget Highlights or Modifications**

- 1) Budget includes 3% COLA increase for FY2004-05
  - 2) Capital Outlay includes \$109,000 for the purchase of vehicles and \$10,000 for the replacement of K-9's and other equipment.
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**POLICE DEPARTMENT  
Expenditure Detail**

	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
<b>PERSONNEL</b>						
Executive Salaries	\$ 293,203	\$ 297,441	\$ 397,198	\$ 405,734	9.5%	2.1%
Retiree Benefit Pay-out	-	-	-	34,000	0.8%	100.0%
Regular Salaries	1,846,579	1,931,489	2,031,015	2,088,238	48.8%	2.8%
Police Dept Civilians	348,893	358,757	374,415	406,991	9.5%	8.7%
Part Time Year Round	61,360	38,920	87,358	92,400	2.2%	5.8%
Overtime	80,040	78,126	70,700	90,000	2.1%	27.3%
Special Pay	34,350	31,750	50,000	50,000	1.2%	0.0%
Payroll Taxes	192,354	195,694	224,424	188,458	4.4%	-16.0%
Pension & Retirement	1,872	75	34,496	23,781	0.6%	-31.1%
Health Insurance	98,680	272,628	175,651	288,607	6.7%	64.3%
Workers' Compensation	93,998	114,502	100,692	32,990	0.8%	-67.2%
<b>Total Personnel Costs</b>	<b>\$ 3,051,329</b>	<b>\$ 3,319,383</b>	<b>\$ 3,545,949</b>	<b>\$ 3,701,199</b>	<b>86.5%</b>	<b>4.4%</b>
<b>OPERATING</b>						
Professional Services	43,342	15,183	15,000	24,000	0.6%	60.0%
Contractual Services	123,401	3,174	5,000	3,000	0.1%	-40.0%
Travel & Related Costs	2,555	2,810	4,500	10,000	0.2%	122.2%
Communications & Freight	32	18	1,000	-	0.0%	-100.0%
Repairs & Maintenance	4,751	4,612	35,577	30,273	0.7%	-14.9%
Rentals & Lease	1,817	1,572	2,500	7,444	0.2%	197.8%
Printing & Binding	395	716	1,500	1,500	0.0%	0.0%
Advertising & Promotions	233	227	500	650	0.0%	30.0%
Office Supplies	5,964	-	-	6,000	0.1%	100.0%
Postage	-	-	-	632	0.0%	100.0%
Operating Supplies	61,833	9,319	100,000	15,000	0.4%	-85.0%
Uniforms	-	49,633	-	85,000	2.0%	100.0%
Vehicle registration and tag	-	-	-	150	0.0%	100.0%
Courier, UPS, Fedex-Overnight	-	-	-	300	0.0%	100.0%
Dues, Memberships & Subsc.	1,697	2,598	3,000	4,000	0.1%	33.3%
Training & Education	11,619	12,036	15,000	25,000	0.6%	66.7%
Liability Insurance	73,248	54,483	78,780	108,531	2.5%	37.8%
Fleet Maintenance	324,123	23,779	186,849	120,000	2.8%	-35.8%
Telephone/Internet/Beepers	63,744	88,155	60,403	15,076	0.4%	-75.0%
<b>Total Operating Costs</b>	<b>\$ 718,754</b>	<b>\$ 268,315</b>	<b>\$ 509,609</b>	<b>\$ 456,556</b>	<b>10.7%</b>	<b>-10.4%</b>
<b>CAPITAL OUTLAY</b>						
Vehicles	-	-	188,410	109,000	2.5%	-42.1%
Machinery & Equipment	2,400	94,439	30,000	10,000	0.2%	100.0%
<b>Total Capital Outlay</b>	<b>\$ 2,400</b>	<b>\$ 94,439</b>	<b>\$ 218,410</b>	<b>\$ 119,000</b>	<b>2.8%</b>	<b>100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 3,772,483</b>	<b>\$ 3,682,137</b>	<b>\$ 4,273,968</b>	<b>\$ 4,276,755</b>	<b>100.0%</b>	<b>0.1%</b>

**Position Detail**

	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
Chief of Police	1	1	1	1	1.5%	0.0%
Captain	1	1	1	1	1.5%	0.0%
Lieutenant	3	3	3	3	4.6%	0.0%
Sergeant - Detective	1	1	1	1	1.5%	0.0%
Sergeant	4	4	4	4	6.2%	0.0%
Officer - Detective	4	4	4	4	6.2%	0.0%
Officer - Motor	5	5	5	5	7.7%	0.0%
Officer - K9	2	2	2	2	3.1%	0.0%
Officer	22	22	21	22	33.8%	4.8%
Communications Supervisor	1	1	1	1	1.5%	0.0%
Dispatcher I	6	6	6	6	9.2%	0.0%
Dispatcher II	1	1	1	1	1.5%	0.0%
Parking Enforcement Officer	1	0	0	0	0.0%	0.0%
Administrative Assistant I	0	0	0	0	0.0%	0.0%
Clerical Assistant	0	0	0	0	0.0%	0.0%
Sr. Adm Spec	1	0	1	1	1.5%	0.0%
Admin. Sp. II	1	0	0	1	1.5%	100.0%
Admin. Sp. I	2	3	3	2	3.1%	-33.3%
<b>Total of Full time employees</b>	<b>56</b>	<b>54</b>	<b>54</b>	<b>55</b>	<b>84.6%</b>	<b>1.9%</b>
<b>Part Time Employees</b>						
Clerical Assistant	3	3	3	3	4.6%	0.0%
Public Service Aides	0	0	3	3	30.0%	0.0%
School Crossing Guards	4	4	4	4	6.2%	0.0%
<b>Total of Part time employees</b>	<b>7</b>	<b>7</b>	<b>10</b>	<b>10</b>	<b>15.4%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>63</b>	<b>61</b>	<b>64</b>	<b>65</b>	<b>100.0%</b>	<b>1.6%</b>

**POLICE DEPARTMENT- School Crossing Guards**  
Expenditure Detail

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Part Time Year Round	\$ 9,234	\$ 8,224	\$ 12,114	\$ 20,476	81.1%	69.0%
Payroll Taxes	706	629	1,003	1,566	6.2%	56.1%
Worker's Compensation	6,844	7,061	7,100	216	0.9%	-97.0%
<i>Total Personnel Costs :</i>	<b>\$ 16,784</b>	<b>\$ 15,914</b>	<b>\$ 20,217</b>	<b>\$ 22,258</b>	<b>88.1%</b>	<b>10.1%</b>
<b>OPERATING</b>						
Operating Supplies	-	-	1,000	-	0.0%	-100.0%
Uniforms	120	-	2,000	2,000	7.9%	0.0%
Other	299	-	-	1,000	4.0%	100.0%
<i>Total Operating Costs :</i>	<b>\$ 419</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>11.9%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 17,203</b>	<b>\$ 15,914</b>	<b>\$ 23,217</b>	<b>\$ 25,258</b>	<b>100.0%</b>	<b>8.8%</b>



# **Building & Zoning Department**

## **Mission Statement**

**The mission of the Building & Zoning Department is to ensure the safe and stable design, methods of construction, standards of workmanship and use of proper material in buildings/structures erected or altered. The Zoning Department ensures the proper regulation of the percentage and portion of lots/land that may be occupied or built on to prevent overcrowding.**

## **Building & Zoning**

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The Department is the combined functions of Building, Zoning & Code Enforcement.

The responsibilities of Building include receiving permit applications, plans and miscellaneous documentation for review and processing requests for building permits. Plans are reviewed for standards, provisions and requirements for safe and stable designs, methods and uses of construction, standards for workmanship and uses of materials. They are also checked for compliance with minimum standards for building materials used in buildings and/or structures hereafter erected, constructed, enlarged, repaired, moved, or otherwise altered or demolished in accordance with the South Florida Building Code, Miami-Dade County Edition, as amended from time to time.

The department is responsible for the review of properties, residential and commercial, ensuring activities are in compliance with the City's Code of Ordinances pertaining to zoning regulations.

The department, through code enforcement promotes, protects and improves the health, safety and welfare of the citizens of the City of Miami Springs by ensuring property owners maintain their property in accordance with the City of Miami Springs Code of Ordinances.

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### **Goals and Objectives:**

**Goal:** Properly process and issue all required permits and licenses on a timely basis.

<p><b>Objective:</b> Process and issue all building, electrical, plumbing and mechanical permits and occupational licenses during FY 04-05</p>
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**Goal:** Perform team inspections on multi-family and commercial properties as a follow up to a complaint or as this department deems necessary.

<p><b>Objective:</b> Process code enforcement cases and present appropriate cases to the Code Enforcement Board.</p>
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### **Budget Highlights or Modifications**

Budget reflects a decrease of 1% from FY2003-04, mainly due to the proper allocation of costs for the FY2004-05. Budget includes \$3,500 for the purchase of a perforator for the Building and Zoning Department.

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**BUILDING, ZONING, & CODE ENFORCEMENT DEPARTMENT**  
Expenditure Detail

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 210,599	\$ 247,860	\$ 241,837	\$ 170,539	39.6%	-29.5%
Part Time Year Round	-	-	-	53,780	12.5%	100.0%
Overtime	-	-	-	650	0.2%	100.0%
Payroll Taxes	15,428	18,464	18,501	17,210	4.0%	-7.0%
Pension & Retirement	2,305	6,180	8,500	5,309	1.2%	-37.5%
Health Insurance	20,685	24,921	16,050	22,795	5.3%	42.0%
Workers' Compensation	8,394	12,869	13,271	2,156	0.5%	-83.8%
<i>Total Personnel Costs</i>	<i>\$ 257,411</i>	<i>\$ 310,294</i>	<i>\$ 298,159</i>	<i>\$ 272,439</i>	<i>63.3%</i>	<i>-8.6%</i>
<b>OPERATING</b>						
Professional Services	-	-	800	-	0.0%	-100.0%
Contractual Services	90,815	95,021	96,000	117,325	27.3%	22.2%
Travel & Related Costs	1,169	2,290	2,500	1,500	0.3%	-40.0%
Communications & Freight	-	113	-	-	0.0%	0.0%
Utility Services	245	-	-	-	0.0%	0.0%
Repairs & Maintenance	122	132	100	-	0.0%	-100.0%
Rentals & Lease	4,000	738	850	1,000	0.2%	17.6%
Printing & Binding	-	206	1,000	2,000	0.5%	100.0%
Postage	-	-	-	1,461	0.3%	100.0%
Office Supplies	867	-	-	2,100	0.5%	100.0%
Operating Supplies	7,997	3,831	2,750	4,000	0.9%	45.5%
Dues, Memberships & Subsc.	160	167	350	350	0.1%	0.0%
Training & Education	470	395	500	-	0.0%	-100.0%
Liability Insurance	6,840	4,048	7,685	10,084	2.3%	31.2%
Fleet Maintenance	7,599	3,758	7,500	5,600	1.3%	-25.3%
Telephone/Internet	19,359	23,585	16,152	9,082	2.1%	-43.8%
<i>Total Operating Costs</i>	<i>\$ 139,643</i>	<i>\$ 134,283</i>	<i>\$ 136,187</i>	<i>\$ 154,502</i>	<i>35.9%</i>	<i>13.4%</i>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	2,394	-	-	3,500	0.8%	0.0%
<i>Total Capital Outlay</i>	<i>\$ 2,394</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 3,500</i>	<i>0.8%</i>	<i>0.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 399,448</b>	<b>\$ 444,577</b>	<b>\$ 434,346</b>	<b>\$ 430,441</b>	<b>100.0%</b>	<b>-0.9%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Administrative Assistant I	1	1	1.5	0.5	10.0%	-66.7%
Administrative Assistant I	1	1	0	1	20.0%	100.0%
Code Enforcement/OL Spec	0	0	1	0	0.0%	-100.0%
Code Enforcement Officers	3	3	3	3	60.0%	0.0%
<i>Total Full Time Employees</i>	<i>5</i>	<i>5</i>	<i>6</i>	<i>4.5</i>	<i>90.0%</i>	<i>-18.2%</i>
<i>Part-time Employees</i>						
Building Official	0	-	0.5	0.5	10.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.5</b>	<b>5.0</b>	<b>90.0%</b>	<b>-9.1%</b>



# **Public Works Department**

## **Mission Statement**

**The mission of the Public Works Department is to maintain City infrastructure and facilities in a responsive, safe, cost effective and environmentally sound manner.**

## Public Works - Administration Division

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The Administrative Division is responsible for the management of all functions and divisions of the Department. This includes strategic planning for the maintenance of all infrastructure, utilities, and services within the City, customer service, and compliance with regulatory mandates. The Administration also provides supervision, training, guidance, and support for all of the employees within the remaining eight divisions of the department.

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### Goals and Objectives:

**Goal:** Maintain a system of proper planning, scheduling, inventory control, training, and cost accounting for all divisions of the department.

**Objective:** To train supervisory and clerical staff in the proper use of the work order system to facilitate planning and scheduling of labor and materials in the most efficient and effective manner.

**Objective:** To accurately enter all inventory and labor hours in the accounting system and produce accurate and timely cost accounting reports.

**Objective:** To introduce new technology and methods into the daily operations of this Department through training and education.

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**Goal:** To expand the planned maintenance program for all functions in the divisions.

**Objective:** Expand the planned maintenance program to include all functions in the divisions. Train personnel to coordinate projects and routine tasks with a planned maintenance system.

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### Budget Highlights or Modifications

1. Machinery and Equipment expense of \$30,000 is for the purchase of a new two-way radio system for the Department. The current system does not reach the city limits.
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**PUBLIC WORKS DEPARTMENT**  
**Administration Division - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 237,355	\$ 239,856	\$ 288,203	\$ 308,661	63.9%	7.1%
Part Time Year Round	541	1,045	-	2,000	0.4%	100.0%
Overtime	741	1,839	2,700	2,500	0.5%	-7.4%
Leased Employees	-	48	-	-	0.0%	0.0%
Payroll Taxes	16,583	17,811	22,254	23,957	5.0%	7.7%
Pension & Retirement	-	-	3,889	7,391	1.5%	90.0%
Health Insurance	16,913	16,983	14,125	13,834	2.9%	-2.1%
Workers' Compensation	9,925	9,888	12,534	10,058	2.1%	-19.8%
<i>Total Personnel Costs</i>	<i>\$ 282,058</i>	<i>\$ 287,469</i>	<i>\$ 343,705</i>	<i>\$ 368,400</i>	<i>76.3%</i>	<i>7.2%</i>
<b>OPERATING</b>						
Professional Services	\$ -	\$ 1,280	\$ 1,000	\$ 1,000	0.2%	0.0%
Contractual Services	9,557	-	-	-	0.0%	0.0%
Travel & Related Costs	3,466	6,597	6,800	9,200	1.9%	35.3%
Communications & Freight	1,045	2,563	-	750	0.2%	100.0%
Utility Services	-	-	-	9,263	1.9%	100.0%
Repairs & Maintenance	210	261	500	500	0.1%	0.0%
Rentals & Lease	1,765	2,136	2,971	2,000	0.4%	-32.7%
Printing & Binding	316	136	1,500	1,000	0.2%	-33.3%
Advertising & Promotions	-	38	-	-	0.0%	0.0%
Postage	460	-	-	875	0.2%	100.0%
Operating Supplies	10,479	86,366	7,040	6,000	1.2%	-14.8%
Fuels, Oils, Lubricants	-	-	-	3,250	0.7%	100.0%
Dues, Memberships & Subsc.	641	660	1,000	1,200	0.2%	20.0%
Training & Education	304	1,622	2,000	2,000	0.4%	0.0%
Liability Insurance	7,464	5,027	7,443	36,752	7.6%	393.8%
Fleet Maintenance	15,783	4,599	10,120	4,725	1.0%	-53.3%
Telephone/Internet	12,696	17,514	11,991	6,203	1.3%	-48.3%
<i>Total Operating Costs</i>	<i>\$ 64,186</i>	<i>\$ 128,799</i>	<i>\$ 52,365</i>	<i>\$ 84,718</i>	<i>17.5%</i>	<i>61.8%</i>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	6,995	-	2,000	30,000	6.2%	1400.0%
<i>Total Capital Outlay</i>	<i>\$ 6,995</i>	<i>\$ -</i>	<i>\$ 2,000</i>	<i>\$ 30,000</i>	<i>6.2%</i>	<i>1400.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 353,239</b>	<b>\$ 416,268</b>	<b>\$ 398,070</b>	<b>\$ 483,118</b>	<b>100.0%</b>	<b>21.4%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Public Services Director	1	1	1	1	16.7%	0.0%
Assistant Public Services Director	1	1	1	1	16.7%	0.0%
Administrative Assistant I	0	1	1	1	16.7%	0.0%
Administrative Assistant II	2	1	1	1	16.7%	0.0%
Administrative Assistant II	1	1	1	1	16.7%	0.0%
Matl Mgt Clerk	1	1	1	1	16.7%	0.0%
<b>DIVISION TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>100.0%</b>	<b>0.0%</b>



## **Public Works – Streets Division**

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The Streets Division function is to maintain and repair all City streets, street lights, bike paths, alleys, and sidewalks within the City limits. The division also maintains all monuments and signage City-wide. Projects undertaken by this Division are supplemented with Local Option Gas Tax and Peoples Transportation Tax funds.

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### **Goals and Objectives:**

**Goal:** Replace sidewalks throughout the city that are cracking and lifting.

<b>Objective:</b> Inspect sidewalks throughout the City to replace hazardous flags that are cracking and lifting. Include root barrier in the installation.
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**Goal:** Restore the alleys Citywide.

<b>Objective:</b> Prioritize the alleys most in need of leveling and execute the restorations.
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<b>Objective:</b> Continue with the asphalt paving of the alley entranceways.
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**Goal:** Continue to replace steel light poles with aluminum.

<b>Objective:</b> Schedule resources to complete the replacement of 14 remaining old poles.
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### **Budget Highlights or Modifications**

There are no major changes or modifications to the 2004-05 budget.

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**PUBLIC WORKS DEPARTMENT**  
**Streets & Sidewalks Division - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 72,916	\$ 50,584	\$ 58,214	\$ 68,672	23.1%	18.0%
Part Time Year Around	15,325	28,475	18,000	15,000	5.1%	-16.7%
Overtime	2,845	765	2,000	2,000	0.7%	0.0%
Leased Employees		28,327	25,000	-	0.0%	-100.0%
Payroll Taxes	11,777	7,855	7,743	6,554	2.2%	-15.4%
Pension & Retirement	7,534	-	784	2,022	0.7%	157.9%
Health Insurance	10,696	9,969	9,230	6,169	2.1%	-33.2%
Workers' Compensation	6,844	4,786	5,898	3,975	1.3%	-32.6%
<i>Total Personnel Costs</i>	<i>\$ 127,937</i>	<i>\$ 130,761</i>	<i>\$ 126,869</i>	<i>\$ 104,392</i>	<i>35.2%</i>	<i>-17.7%</i>
<b>OPERATING</b>						
Professional Services	-	-	-	7,000	2.4%	100.0%
Communications & Freight	123	-	-	-	0.0%	0.0%
Utility Services	118,824	121,653	115,000	120,522	40.6%	4.8%
Repairs & Maintenance	187	6,076	6,625	3,000	1.0%	-54.7%
Rentals & Leases	1,308	4,840	5,000	3,000	1.0%	-40.0%
Operating Supplies	12,720	145,987	16,095	22,000	7.4%	36.7%
Training & Education		-	2,000	2,000	0.7%	0.0%
Liability Insurance	3,864	2,479	3,770	1,519	0.5%	-59.7%
Fuels, Oils, Lubricants	-	-	-	3,470	1.2%	100.0%
Fleet Maintenance	19,611	8,219	18,400	30,000	10.1%	63.0%
Computers/Communications	8,691	10,237	7,010	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<i>\$ 165,328</i>	<i>\$ 299,491</i>	<i>\$ 173,900</i>	<i>\$ 192,511</i>	<i>64.8%</i>	<i>10.7%</i>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	0	5,650	0	0	0.0%	0.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 5,650</i>	<i>\$ -</i>	<i>\$ -</i>	<i>0.0%</i>	<i>0.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 293,265</b>	<b>\$ 435,902</b>	<b>\$ 300,769</b>	<b>\$ 296,903</b>	<b>100.0%</b>	<b>-1.3%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Equipment Operator	1	1	1	0	0.0%	-100.0%
Heavy Equipment Operator	0	0	0	1	40.0%	100.0%
Maintenance Worker I	1	1	1	1	40.0%	0.0%
<i>Total Full Time Employees</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>80.0%</i>	<i>0.0%</i>
<i>Part-time Employees</i>						
Sidewalk Project Manager	0	-	0.5	0.5	20.0%	0.0%
<b>DIVISION TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.5</b>	<b>2.5</b>	<b>100.0%</b>	<b>0.0%</b>

## Public Works – Public Properties

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The Public Properties Division has the functions of maintaining all City owned grounds, which includes landscapes, greenways, and right-of-ways. The division is also responsible for tree planting and tree maintenance.

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### Goals and Objectives:

**Goal:** Train tree trimmers in proper trimming techniques and safety practices.

**Objective:** Use a professional training plan for proper tree trimming and implement safety techniques and equipment use for appropriate personnel.

**Goal:** Ensure that the City retains its National Arbor Society's Tree City USA and Growth Award status.

**Objective:** Work with outside agencies, such as DERM, on the annual Adopt-a-Tree Program.

**Objective:** Provide assistance to residents in maintaining the tree canopy and administering the tree protection ordinance.

**Objective:** Access the tree trimming contract to reduce the backlog of tree trimming requirements for the in-house work force.

**Objective:** Continue with the Annual Street Tree Planting Program

**Goal:** Train parks personnel in plant maintenance techniques and equipment use for landscaping and parkways.

**Objective:** Provide horticultural training sessions for proper maintenance techniques and equipment use for landscaping for the appropriate personnel.

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### Budget Highlights or Modifications

1. Upgrade Parks Maintenance Foreman to Parks Maintenance Foreman/City Arborist
  2. Upgrade one Maintenance Worker I position to Maintenance Worker Crew Leader
-



**PUBLIC WORKS DEPARTMENT**  
Public Properties Division - Expenditure Detail

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 270,933	\$ 355,209	\$ 365,215	\$ 368,268	54.0%	0.8%
Part Time Year Round	27,459	14,516	30,700	30,700	4.5%	0.0%
Overtime	6,186	2,086	3,500	5,000	0.7%	42.9%
Leased Employees	-	889	-	-	0.0%	0.0%
Payroll Taxes	22,984	26,504	30,555	30,904	4.5%	1.1%
Pension & Retirement	-	-	4,967	9,534	1.4%	91.9%
Health Insurance	33,992	51,169	38,500	39,761	5.8%	3.3%
Workers' Compensation	30,887	28,305	26,542	19,385	2.8%	-27.0%
<i>Total Personnel Costs</i>	<i>\$392,441</i>	<i>\$478,678</i>	<i>\$499,979</i>	<i>\$503,552</i>	<i>73.8%</i>	<i>0.7%</i>
<b>OPERATING</b>						
Professional Services	3,850	-	2,500	1,500	0.2%	-40.0%
Contractual Services	11,363	13,602	15,113	15,000	2.2%	-0.7%
Utility Services	73,942	80,275	76,000	39,000	5.7%	-48.7%
Repairs & Maintenance	933	1,748	3,500	2,000	0.3%	-42.9%
Rentals & Lease	6,095	220	2,000	1,500	0.2%	-25.0%
Fuels, Oils, Lubricants	-	-	-	8,300	1.2%	100.0%
Operating Supplies	63,987	53,417	80,000	75,000	11.0%	-6.3%
Dues, Memberships & Subsc.	-	-	500	400	0.1%	-20.0%
Training & Education	975	2,923	3,500	2,500	0.4%	-28.6%
Liability Insurance	27,577	17,792	26,390	9,527	1.4%	-63.9%
Fleet Maintenance	37,080	30,338	55,200	23,500	3.4%	-57.4%
Telephone/Internet	17,220	23,436	16,049	545	0.1%	-96.6%
<i>Total Operating Costs</i>	<i>\$ 243,022</i>	<i>\$ 223,752</i>	<i>\$ 280,752</i>	<i>\$ 178,772</i>	<i>26.2%</i>	<i>-36.3%</i>
<b>CAPITAL OUTLAY</b>						
Vehicles	-	-	23,500	-	0.0%	-100.0%
Machinery & Equipment	24,419	-	8,000	-	0.0%	100.0%
<i>Total Capital Outlay</i>	<i>\$ 24,419</i>	<i>\$ -</i>	<i>\$ 31,500</i>	<i>\$ -</i>	<i>0.0%</i>	<i>100.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 659,882</b>	<b>\$ 702,430</b>	<b>\$ 812,231</b>	<b>\$ 682,324</b>	<b>100.0%</b>	<b>-16.0%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Parks Maint. Foreman/Arborist	1	1	1	1	5.6%	0.0%
Equipment Operator	1	1	1	1	5.6%	0.0%
Maintenance Worker I	8	8	8	7	38.9%	-12.5%
Heavy Equipment Operator	0	0	0	0	0.0%	#DIV/0!
Maint. Worker Crew Leader	0	0	0	1	5.6%	#DIV/0!
Tree Trimmer	3	3	3	3	16.7%	0.0%
<i>Total Full Time Employees</i>	<i>13</i>	<i>13</i>	<i>13</i>	<i>13</i>	<i>72.2%</i>	<i>0.0%</i>
<i>Part-time Employees</i>						
Maintenance Workers I	8	8	5	5	27.8%	
<i>Total Part-time employees</i>	<i>8</i>	<i>8</i>	<i>5</i>	<i>5</i>	<i>27.8%</i>	<i>0.0%</i>
<b>DIVISION TOTAL</b>	<b>21</b>	<b>21</b>	<b>18</b>	<b>18</b>	<b>100.0%</b>	<b>0.0%</b>

## **Public Works - Building Maintenance**

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The Building Maintenance Division is responsible for the maintenance of all buildings, various signs, monuments, and park benches owned by the City. Other functions include general carpentry repairs, painting, minor alterations, and electrical repairs.

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**Goal:** Reduce the energy and utility costs for the City by at least 15%

<b>Objective:</b> Coordinate with Florida Power and Light to implement an energy savings program in the municipal buildings and for outdoor lighting.
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<b>Objective:</b> Implement employee powered energy savings program to "Turn It Off".
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### **Budget Highlights or Modifications:**

1. \$80,000 to continue with the repairs and replacement of components on the air conditioning system at City Hall.
  2. Move 50% of Electrician salary to Building Maintenance
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**PUBLIC WORKS DEPARTMENT**  
**Building Maintenance Division - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 37,130	\$ 47,628	\$ 51,823	\$ 60,456	21.4%	16.7%
Part Time Year Round	141	2,612	-	-	0.0%	0.0%
Overtime	-	-	-	500	0.2%	100.0%
Leased Employees	6,447	2,538	8,000	-	0.0%	-100.0%
Payroll Taxes	3,341	4,023	3,964	4,663	1.6%	17.6%
Pension & Retirement	-	-	698	1,439	0.5%	106.1%
Health Insurance	3,347	4,107	3,990	4,628	1.6%	16.0%
Workers' Compensation	1,377	1,685	2,212	1,902	0.7%	-14.0%
<i>Total Personnel Costs</i>	<b>\$ 51,783</b>	<b>\$ 62,593</b>	<b>\$ 70,687</b>	<b>\$ 73,588</b>	<b>26.0%</b>	<b>4.1%</b>
<b>OPERATING</b>						
Professional Services						
Contractual Services	43,233	36,584	43,000	45,000	15.9%	4.7%
Utility Services	15,774	8,455	12,000	-	0.0%	-100.0%
Repairs & Maintenance	17,442	52,291	57,600	60,000	21.2%	4.2%
Rentals & Lease	-	-	-	500	0.2%	100.0%
Fuels, Oils, Lubricants	-	-	-	2,000	0.7%	100.0%
Operating Supplies	14,615	15,430	18,150	18,000	6.4%	-0.8%
Liability Insurance	1,236	1,720	1,241	1,352	0.5%	8.9%
Fleet Maintenance	13,212	2,092	4,600	2,300	0.8%	-50.0%
Telephone/Internet	2,571	2,701	2,419	63	0.0%	-97.4%
<i>Total Operating Costs</i>	<b>\$ 108,083</b>	<b>\$ 119,273</b>	<b>\$ 139,010</b>	<b>\$ 129,215</b>	<b>45.7%</b>	<b>-7.0%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	61,383	-	55,000	80,000	28.3%	45.5%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<b>\$ 61,383</b>	<b>\$ -</b>	<b>\$ 55,000</b>	<b>\$ 80,000</b>	<b>28.3%</b>	<b>45.5%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 221,249</b>	<b>\$ 181,866</b>	<b>\$ 264,697</b>	<b>\$ 282,803</b>	<b>100.0%</b>	<b>6.8%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Building Maintenance Crew Leader	1	1	1	1	66.7%	0.0%
Electrician	0	0	0	0.5	33.3%	100.0%
<b>DIVISION TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.5</b>	<b>100.0%</b>	<b>50.0%</b>



## **Public Works - Fleet Maintenance**

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The Fleet Maintenance Division is responsible for the maintenance of all City-owned vehicles, generators, and motorized equipment. Maintenance records are properly maintained on all equipment repaired or replaced. The division is responsible to ensure that contractual work for new vehicles, which is provided for by the dealer, is performed on a regular basis.

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### **Goals and Objectives**

**Goal:** Provide service and repair to the city's vehicles and equipment in a timely manner so as to ensure fleet availability.

<b>Objective:</b> Reduce vehicle down time
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<b>Objective:</b> Maintain fleet parts and tire inventory at an optimal level
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<b>Objective:</b> Complete 98% of PMI's by the scheduled due date.
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### **Budget Highlights or Modifications:**

1. Machinery and Equipment expense of \$33,000 is for the replacement of the underground fuel monitoring system and sumps.
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**PUBLIC WORKS DEPARTMENT**  
**Fleet Maintenance Division - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 140,984	\$ -	\$ 20,000	\$ 35,910	29.9%	79.6%
Overtime	1,076	-	-	-	0.0%	0.0%
Payroll Taxes	11,149	-	765	2,747	2.3%	259.1%
Pension & Retirement	545	-	136	3,171	2.6%	2231.6%
Health Insurance	12,986	-	1,335	15,327	12.8%	1048.1%
Workers' Compensation	6,012	-	450	466	0.4%	3.6%
<i>Total Personnel Costs</i>	<b>\$ 172,752</b>	<b>\$ -</b>	<b>\$ 22,686</b>	<b>\$ 57,621</b>	<b>48.0%</b>	<b>154.0%</b>
<b>OPERATING</b>						
Contractual Services	2,284	-	-	-	0.0%	0.0%
Utility Services	11,572	-	-	-	0.0%	0.0%
Repairs & Maintenance	33,182	-	-	-	0.0%	0.0%
Rentals & Lease	2,269	-	-	-	0.0%	0.0%
Fuels, Oils, Lubricants	-	-	-	16,300	13.6%	100.0%
Operating Supplies	212,149	-	10,000	10,000	8.3%	0.0%
Liability Insurance	5,124	-	-	522	0.4%	100.0%
Fleet Maintenance	-	-	-	1,600	1.3%	100.0%
Telephone/Internet	-	-	-	511	0.4%	100.0%
<i>Total Operating Costs</i>	<b>\$ 266,580</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 28,933</b>	<b>24.1%</b>	<b>189.3%</b>
<b>CAPITAL OUTLAY</b>						
Vehicles	-	-	3,000	-	0.0%	-100.0%
Machinery & Equipment	3,594	-	26,700	33,500	27.9%	25.5%
<i>Total Capital Outlay</i>	<b>\$ 3,594</b>	<b>\$ -</b>	<b>\$ 29,700</b>	<b>\$ 33,500</b>	<b>27.9%</b>	<b>12.8%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 442,926</b>	<b>\$ -</b>	<b>\$ 62,386</b>	<b>\$ 120,054</b>	<b>100.0%</b>	<b>92.4%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Auto Mechanic Foreman	1	1	1	1	25.0%	0.0%
Auto Mechanic	2	2	2	2	50.0%	0.0%
Auto Service Worker	1	1	1	1	25.0%	0.0%
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>100.0%</b>	<b>0.0%</b>

# **Parks and Recreation Department**

## **Mission Statement**

**The City of Miami Springs Parks and Recreation Department will enrich the quality of life for the people of Miami Springs by providing significant recreational opportunities in exemplary parks and recreation environments.**



## **Parks and Recreation**

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The Parks and Recreation Department is divided into four major program areas – Administration, Aquatics, Tennis and Parks Maintenance.

### **Administration**

This division is responsible for planning and scheduling of all of the recreational activities and facilities within the City of Miami Springs including athletics and special events. The Administration serves as a community resource for all of the sports and recreational activities in the City, including cooperative relationships with all local youth sports groups.

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### **Goals and Objectives:**

**Goal:** To provide opportunities for residents to improve their social, mental and physical well-being through participation in a variety of recreational activities.

<b>Objective:</b>	Conduct cooperative youth sports programs including the following sports: soccer, basketball, baseball, football and street hockey.
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<b>Objective:</b>	Provide additional “non-athletic” youth programs and increase participation in the Teen Program at the Recreation Center.
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<b>Objective:</b>	Promote regular Family Nights on the Circle providing various types of free entertainment.
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<b>Objective:</b>	Organize and promote adult activities such as themed outings, social events and gatherings.
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<b>Objective:</b>	Organize and promote additional adult-oriented programs such as basketball and volleyball programs.
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### **Budget Highlights or Modifications**

FY2004-05 budget includes keeping the Assistant Director position vacant, \$20,000 for the replacement of windows at the gym and \$2,500 for the purchase of office equipment and improvements to the building. Total budget decreased by 11% in FY2004-05.

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**RECREATION DEPARTMENT**  
**Administration Division - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 216,883	\$ 232,300	\$ 206,487	\$ 158,036	28.1%	-23.5%
Part Time Year Round	81,481	58,647	85,000	70,000	12.4%	-17.6%
Overtime	-	153	1,000	1,000	0.2%	0.0%
Seasonal Emp	43,144	34,707	50,000	50,000	8.9%	0.0%
Leased Employees	-	19	-	-	0.0%	0.0%
Payroll Taxes	25,492	24,486	26,124	21,346	3.8%	-18.3%
Pension & Retirement	-	-	2,806	3,730	0.7%	32.9%
Health Insurance	17,421	19,840	14,050	14,310	2.5%	1.9%
Workers' Compensation	8,401	7,978	9,584	5,201	0.9%	-45.7%
<i>Total Personnel Costs</i>	<b>\$ 392,822</b>	<b>\$ 378,129</b>	<b>\$ 395,051</b>	<b>\$ 323,623</b>	<b>57.5%</b>	<b>-18.1%</b>
<b>OPERATING</b>						
Professional Services						
Contractual Services	44,240	42,640	56,000	30,000	5.3%	-46.4%
Officials/Referees	-	-	-	26,000	4.6%	100.0%
Travel & Related Costs	4,209	3,906	4,700	3,600	0.6%	-23.4%
Communications & Freight	2,797	1,523	4,500	-	0.0%	-100.0%
Utility Services	5,968	3,268	7,000	35,645	6.3%	409.2%
Repairs & Maintenance	10,757	1,316	10,000	30,000	5.3%	200.0%
Rentals & Lease	1,555	1,221	2,500	2,500	0.4%	0.0%
Printing & Binding	1,595	-	1,500	1,500	0.3%	0.0%
Advertising & Promotions	4,947	8,177	5,000	8,000	1.4%	60.0%
Uniforms	-	-	-	1,800	0.3%	100.0%
Office Supplies	1,531	-	-	2,000	0.4%	100.0%
Operating Supplies	35,516	29,423	48,000	40,000	7.1%	-16.7%
Uniforms-Basketball/Football	-	-	-	9,000	1.6%	100.0%
Dues, Memberships & Subsc.	718	245	800	800	0.1%	0.0%
Training & Education	13	-	500	500	0.1%	0.0%
Liability Insurance	89,250	34,028	45,309	21,281	3.8%	-53.0%
Fleet Maintenance		14,003	19,780	14,000	2.5%	-29.2%
Telephone/Internet		31,054	21,263	9,626	1.7%	-54.7%
<i>Total Operating Costs</i>	<b>\$ 203,096</b>	<b>\$ 170,803</b>	<b>\$ 226,852</b>	<b>\$ 236,252</b>	<b>42.0%</b>	<b>4.1%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	12,109	2,100	-	-	0.0%	0.0%
Machinery & Equipment	15,954	13,950	10,000	2,500	0.4%	-75.0%
<i>Total Capital Outlay</i>	<b>\$ 28,063</b>	<b>\$ 16,050</b>	<b>\$ 10,000</b>	<b>\$ 2,500</b>	<b>0.4%</b>	<b>-75.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 623,981</b>	<b>\$ 564,982</b>	<b>\$ 631,903</b>	<b>\$ 562,375</b>	<b>100.0%</b>	<b>-11.0%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Parks & Recreation Director	1	1	1	1	2.4%	0.0%
Parks & Recreation Assistant Director	1	1	1	0	0.0%	-100.0%
Administrative Assistant I	1	0	0	0	0.0%	0.0%
Administrative Assistant III	1	1	1	1	2.4%	0.0%
Recreation Program Coordinator	1	0	0	1	2.4%	100.0%
Recreation Specialist	0	0.5	0.5	0.0	0.0%	-100.0%
Recreation Specialist	0	0.5	0.5	0.0	0.0%	-100.0%
<i>Total of Full-Time Employees</i>	<b>5</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>7.3%</b>	<b>-25.0%</b>
<i>Part time Employees</i>						
Recreation Leader (seasonal)	38	20	20	20	48.8%	0.0%
Recreation Leader (year-round)	19	18	18	18	43.9%	0.0%
Day Care Leaders	4	0	0	0	0.0%	0.0%
Bus Driver	1	1	1	0	0.0%	-100.0%
<i>Total of Part time employees</i>	<b>62</b>	<b>39</b>	<b>39</b>	<b>38</b>	<b>92.7%</b>	<b>-2.6%</b>
<b>DIVISION TOTAL</b>	<b>67</b>	<b>43</b>	<b>43</b>	<b>41</b>	<b>100.0%</b>	<b>-4.7%</b>



## Recreation - Pool

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The **Aquatics Division** operates and maintains the Miami Springs Municipal Pool, a 50-meter, 349,000-gallon pool staffed by American Red Cross certified lifeguards and instructors and supervised by a State-Licensed Swimming Pool Operator. The pool is open six months out of the year, and serves as the home for the Miami Springs High School Swim and Water Polo Teams as well as the Miami Springs Aquatic Club.

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### Goals and Objectives:

**Goal:** Increase pool usage by a minimum of 10% over 2004-05 attendance levels.

**Objective:** Increase marketing efforts to Miami-Dade County high school swim teams for additional swim meets.

**Objective:** Offer additional family-oriented activities during "open swim" sessions.

**Objective:** Market the pool to after school programs located within Miami Springs and S.W. Hialeah.

**Goal:** Improve part-time staff retention rate.

**Objective:** Offer starting wages that are competitive with other area municipalities.

**Objective:** Provide incentives for employees to attain additional training such as W.S.I. and other instructor's credentials.

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### Budget Highlights or Modifications

FY2004-04 reflects \$12,000 for the purchase of pool equipment: movable lifeguard stands, fencing on pool deck, sunscreen for top deck, defibrillator, DVD player for training videos, and automated showers.

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**RECREATION DEPARTMENT**  
**Aquatics Division - Expenditure Detail**

	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
<b>PERSONNEL</b>						
Salaries	\$40,886	\$29,811	\$33,372	\$34,291	13.7%	2.8%
Part Time Year Round	34,462	42,987	34,000	43,000	17.2%	26.5%
Overtime	-	880	500	-	0.0%	-100.0%
Seasonal Emp	18,891	43,671	43,000	45,000	18.0%	4.7%
Payroll Taxes	6,892	9,176	8,482	9,355	3.7%	10.3%
Pension & Retirement	-	-	454	809	0.3%	78.3%
Health Insurance	2,892	510	3,750	3,492	1.4%	-6.9%
Workers' Compensation	1,557	1,594	7,373	2,858	1.1%	-61.2%
<i>Total Personnel Costs</i>	<b>\$ 105,580</b>	<b>\$ 128,629</b>	<b>\$ 130,931</b>	<b>\$ 138,806</b>	<b>55.4%</b>	<b>6.0%</b>
<b>OPERATING</b>						
Professional Services						
Contractual Services						
Travel & Related Costs	261	-	400	-	0.0%	-100.0%
Communications & Freight	-	15	300	-	0.0%	-100.0%
Utility Services	41,098	49,047	43,000	53,023	21.2%	23.3%
Repairs & Maintenance	6,534	6,644	12,000	3,000	1.2%	-75.0%
Rentals & Lease	60	162	750	750	0.3%	0.0%
Uniforms	-	-	-	1,500	0.6%	100.0%
Advertising & Promotions	-	-	1,000	-	0.0%	-100.0%
Office Supplies	12	-	-	-	0.0%	0.0%
Operating Supplies	18,452	15,345	31,500	37,000	14.8%	17.5%
Dues, Memberships & Subsc.	160	160	300	300	0.1%	0.0%
Training & Education	-	-	300	300	0.1%	0.0%
Liability Insurance	11,160	4,419	12,550	1,757	0.7%	-86.0%
Contingency	-	-	2,000	2,000	0.8%	0.0%
Computers/Communications	-	7,068	4,838	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<b>\$ 77,737</b>	<b>\$ 82,859</b>	<b>\$ 108,938</b>	<b>\$ 99,630</b>	<b>39.8%</b>	<b>-8.5%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	5,898	-	-	-	0.0%	0.0%
Machinery & Equipment	-	-	-	12,000	4.8%	0.0%
<i>Total Capital Outlay</i>	<b>\$ 5,898</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>4.8%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 189,215</b>	<b>\$ 211,488</b>	<b>\$ 239,869</b>	<b>\$ 250,436</b>	<b>100.0%</b>	<b>4.4%</b>

**Position Detail**

	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
Aquatic Program Coordinator	1	1	1	0	0.0%	-100.0%
Recreation Program Coordinator	0	0	0	1	5.0%	100.0%
<i>Total Full-time employees</i>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>5.0%</b>	<b>0.0%</b>
<i>Part-time Employees</i>						
Cashier	3	0	0	0	0.0%	0.0%
Concession Attendants	0	3	3	3	15.0%	0.0%
Lifeguard (Seasonal)	16	11	11	16	80.0%	45.5%
Lifeguard (year round)	0	5	5	0	0.0%	-100.0%
<i>Total Part-time employees</i>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>95.0%</b>	<b>0.0%</b>
<b>DIVISION TOTAL</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100.0%</b>	<b>0.0%</b>

## Recreation - Tennis

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The **Tennis Division** provides well-maintained tennis and racquetball courts that are available for all age levels and playing abilities. The five tennis courts and two racquetball courts are also lighted for nighttime play. The Division provides pro shop services, organizes and promotes a variety of clinics, lessons and tournaments and hosts the Miami Springs High School Tennis Team's home matches.

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### Goals and Objectives:

**Goal:** To maintain the Tennis facility with positive images for all residents of the City of Miami Springs.

**Objective:** To provide a variety of programs for adults and children on a social and competitive system.

**Objective:** To automate entry and lighting to decrease staffing levels.

**Objective:** Reduce funding for repair and maintenance and operating supplies...

**Goal:** To revise Recreation Specialist to a year-round Contractual position.

**Objective:** Utilize savings accomplished as a result of re-structuring the Tennis Center operations.

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### Budget Highlights or Modifications

Budget shows increase of \$21,000 for FY2004-05, however, this was due to the fact that in FY2003-04 a salaried position was not budgeted in this department

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**RECREATION DEPARTMENT**  
Tennis Division - Expenditure Detail

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 37,278	\$ -	\$ -	\$ 22,441	42.4%	0.0%
Part Time Year Round	15,518	15,217	14,000	15,000	28.3%	7.1%
Payroll Taxes	3,830	1,266	1,071	2,864	5.4%	167.4%
Pension & Retirement	-	-	-	530	100.0%	100.0%
Health Insurance	1,999	(448)	-	1,695	3.2%	0.0%
Workers' Compensation	1,557	-	1,598	685	1.3%	-57.1%
<i>Total Personnel Costs</i>	<b>\$ 60,182</b>	<b>\$ 16,034</b>	<b>\$ 16,669</b>	<b>\$ 43,215</b>	<b>81.6%</b>	<b>159.3%</b>
<b>OPERATING</b>						
Contractual Services	-	-	-	-	0.0%	
Utility Services	3,890	2,663	2,500	4,386	8.3%	75.4%
Repairs & Maintenance	6,124	1,406	5,000	5,000	9.4%	0.0%
Operating Supplies	21,733	968	2,000	-	0.0%	-100.0%
Dues, Memberships & Subsc.	95	-	100	-	0.0%	-100.0%
Liability Insurance	5,139	-	3,299	365	0.7%	-88.9%
Telephone/Internet	-	-	1,742	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<b>\$ 36,981</b>	<b>\$ 5,037</b>	<b>\$ 14,641</b>	<b>\$ 9,751</b>	<b>18.4%</b>	<b>-33.4%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	-	4,390	-	-	0.0%	#DIV/0!
Machinery & Equipment	-	-	-	-	0.0%	#DIV/0!
<i>Total Capital Outlay</i>	<b>\$ -</b>	<b>\$ 4,390</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>#DIV/0!</b>
<b>TOTAL EXPENSES</b>	<b>\$ 97,163</b>	<b>\$ 25,461</b>	<b>\$ 31,310</b>	<b>\$ 52,966</b>	<b>100.0%</b>	<b>69.2%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Recreation Program Coordinator	0	1	0	0.5	14.3%	100.0%
<i>Total Full-time employees</i>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0.5</b>	<b>14.3%</b>	<b>100.0%</b>
<i>Part time employees</i>						
Tennis Aides	3	3	3	0	0.0%	-100.0%
Recreation Leader (year-round)	0	0	0	3	85.7%	100.0%
<i>Total Part-time employees</i>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>85.7%</b>	<b>0.0%</b>
<b>DIVISION TOTAL</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>3.5</b>	<b>100.0%</b>	<b>16.7%</b>



## **Recreation – Parks Maintenance**

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The **Parks Maintenance Division** provides for the overall maintenance of the parks, ball fields and Recreation Center grounds. This includes turf maintenance, field preparation, park clean-up, etc. This Division works closely with the other

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**Goal:** To improve the playability of the athletic fields at Prince Field, Stafford Park and Dove Avenue Park.

**Objective:** Aerate and topdress all Bermuda turf fields a minimum of four times during the year.

**Objective:** Apply fertilizer to all athletic fields a minimum of three times per year – Fall, Spring and Summer.

**Objective:** Apply pre-emergent herbicide to all fields and spot-treat in the off season, areas where weeds become a problem.

**Goal:** Increase the number of maintenance cycles at each park from an average of 20 cycles per year to an average of 30 cycles per year.

**Objective:** Employ two full time employees at 40 hours per week and one part time employee at 30 hours per week for parks maintenance.

**Objective:** Purchase a new motorized chemical spray machine.

**Objective:** Implement a chemical weed eradication program (Roundup) for fence lines and tree rings to limit necessary mechanical weed removal (weed eating).

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## **Budget Highlights or Modifications**

Budget reflects a \$22,000 decrease due to salaries being budgeted appropriately in FY2004-05, the FY2003-04 budget included salaries from the Tennis operation. Budget also reflects \$8,000 for the purchase of a chemical sprayer, metal picnic tables, and concrete slabs for the Prince Field area.

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**RECREATION DEPARTMENT**  
**Parks Maintenance Division - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 30,438	\$ 56,337	\$ 81,278	\$ 79,420	55.4%	-2.3%
Part Time Year Round	8,530	9,354	11,000	-	0.0%	-100.0%
Payroll Taxes	2,592	3,851	7,059	6,076	4.2%	-13.9%
Pension & Retirement	-	-	1,095	1,874	1.3%	71.2%
Health Insurance	2,659	5,809	7,250	8,425	5.9%	16.2%
Workers' Compensation	3,118	3,192	4,424	2,245	1.6%	-49.3%
<i>Total Personnel Costs</i>	<b>\$ 47,337</b>	<b>\$ 78,543</b>	<b>\$ 112,106</b>	<b>\$ 98,039</b>	<b>68.4%</b>	<b>-12.5%</b>
<b>OPERATING</b>						
Communications & Freight	-	-	500	-	0.0%	-100.0%
Repairs & Maintenance	16,788	10,801	15,000	15,000	10.5%	0.0%
Rentals & Lease	-	-	500	500	0.3%	0.0%
Operating Supplies	14,742	16,146	20,000	19,000	13.3%	-5.0%
Dues, Memberships & Subsc.	-	-	200	300	0.2%	50.0%
Training & Education	13	90	200	300	0.2%	50.0%
Liability Insurance	4,038	1,028	1,346	2,120	1.5%	57.5%
Fleet Maintenance	-	2,092	7,600	-	0.0%	-100.0%
Computers/Communications	-	580	397	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<b>\$ 35,581</b>	<b>\$ 30,737</b>	<b>\$ 45,743</b>	<b>\$ 37,220</b>	<b>26.0%</b>	<b>-18.6%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	6,411	8,000	8,000	5.6%	0.0%
<i>Total Capital Outlay</i>	<b>\$ -</b>	<b>\$ 6,411</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>5.6%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 82,918</b>	<b>\$ 115,691</b>	<b>\$ 165,849</b>	<b>\$ 143,259</b>	<b>100.0%</b>	<b>-13.6%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Maintenance Worker I	1	1	0.5	1.5	60.0%	100.0%
Recreation Specialist	0	0	0.5	0	0.0%	-100.0%
Recreation Specialist	0	0.5	0.5	0	0.0%	-100.0%
Turf Specialist	0	0.5	1	1	40.0%	0.0%
<b>DIVISION TOTAL</b>	<b>1</b>	<b>2</b>	<b>2.5</b>	<b>2.5</b>	<b>100.0%</b>	<b>0.0%</b>

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**NON DEPARTMENTAL**

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## **Non-Departmental - Unclassified**

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This Department/Division represents a group of line-item accounts associated with general, city wide accounting transactions. Services provided to other agencies, which benefit all components and facets of the city, are recorded into this department.

It also accounts for transfers to alternate funds including capital projects, special projects, hurricane funds and other specialized funds.

The City's general contingency and reserve accounts are reported in this department.

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**NON-DEPARTMENTAL ACCOUNTS**  
Expenditure Detail

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>OPERATING</b>						
Professional Services	9,970	85,950	100,000	16,000	2.3%	-84.0%
Contractual Services	18,069	15,187	-	3,600	0.5%	100.0%
Travel & Related Costs	549	-	-	-	0.0%	0.0%
Annexation	-	-	50,000	-	0.0%	-100.0%
Utility Services	2,298	2,216	-	30,837	4.4%	100.0%
Contingencies-Emergencies	148,826	80,595	460,697	125,000	17.9%	-72.9%
Contingencies-Other	-	-	-	200,000	28.7%	100.0%
Downtown Revitalization	140,497	34,218	55,000	-	0.0%	-100.0%
Repairs & Maintenance	5,323	743	-	-	0.0%	0.0%
Rentals & Leases	9,882	6,711	10,000	-	0.0%	-100.0%
Printing & Binding	2,913	7,844	-	6,000	0.9%	100.0%
Advertising & Promotions	39,103	69,691	65,000	50,000	7.2%	-23.1%
Bank Fees & Bad Debt	22,902	1,400	-	-	0.0%	0.0%
Office Supplies	783	2,392	-	8,500	1.2%	100.0%
Operating Supplies	18,063	7,976	8,000	2,500	0.4%	-68.8%
Accumulated Leave Settlement	91,570	4,250	5,000	-	0.0%	-100.0%
Other Current Charges	22,721	12,495	-	-	0.0%	0.0%
<i>Total Operating Costs</i>	<b>\$ 533,469</b>	<b>\$ 331,668</b>	<b>\$ 753,697</b>	<b>\$ 442,437</b>	<b>63.4%</b>	<b>-41.3%</b>
Transfers to Golf Course Fund	-	-	150,000	126,630	18.1%	-15.6%
Transfers to Senior Center	-	130,000	130,000	128,646	18.4%	-1.0%
Transfers out to Hurricane Fund	-	-	70,000	-	0.0%	-100.0%
<b>TOTAL EXPENSES</b>	<b>\$ 533,469</b>	<b>\$ 461,668</b>	<b>\$ 1,103,697</b>	<b>\$ 697,713</b>	<b>100.0%</b>	<b>-36.8%</b>

## Road and Transportation Fund-Local Option Gas Tax

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The Local Option Gas Tax Fund (LOGT) is used to account for all revenues and expenditures related to the collection, disbursement, and use of the LOGT proceeds. There are two parts to the tax: (1) the six-cent sales tax on all petroleum-based products sold throughout the county and allocated using a complex formula of road and sidewalk miles, gross sales, and other items; (2) the allocated proceeds of the additional two cents charged on top of all petroleum-based products and gasoline in the county.

These funds are to be used for roadways, streetlights, sidewalks, right-of-way maintenance, pedestrian and bike pathways.

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### Goals and Objectives:

**Goal:** Replace sidewalks throughout the city that are cracking and lifting.

<b>Objective:</b>	Inspect sidewalks throughout the City to replace hazardous flags that are cracking and lifting. Include root barrier in the installation.
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**Goal:** Restore the alleys Citywide.

<b>Objective:</b>	Prioritize the alleys most in need of leveling and execute the restorations.
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<b>Objective:</b>	Continue with the asphalt paving of the alley entranceways.
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**Goal:** Continue to replace steel light poles with aluminum.

<b>Objective:</b>	Schedule resources to complete the replacement of 14 remaining old poles.
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**Goal:** Improve the intersection at Westward Drive and Apache

<b>Objective:</b>	Complete the design and construction of roadway and intersection improvements
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**Goal:** Maintain right-of-ways

<b>Objective:</b>	Continue with the street tree trimming program
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### Budget Highlights or Modifications

There are no major changes or modifications to the 2004-05 budget.

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## Road and Transportation Fund-Peoples Transportation Tax

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The Peoples Transportation Tax was enacted in November 2002. These surtax funds are to be used for road and transportation projects. It is mandated that 80% of the funds be used for roadway and right-of-way maintenance and equipment, drainage, street lighting, traffic signs, engineering, signalization, and pavement markings, etc. The remaining 20% shall be spent on transit, such as bus service, shelters, and transit related infrastructure.

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### Goals and Objectives

**Goal:** Maintain right-of-ways

<b>Objective:</b> Continue with the street tree trimming program
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<b>Objective:</b> Replace and restore pavement markings and traffic signs.
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**Goal:** Improve the intersection at Westward Drive and Apache

<b>Objective:</b> Complete the design and construction of roadway and intersection improvements
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**Goal:** Continue to replace steel light poles with aluminum.

<b>Objective:</b> Schedule resources to complete the replacement of 14 remaining old poles.
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### Budget Highlights or Modifications:

There are no major changes or modifications to the FY 2004-2005 budget.

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**PUBLIC WORKS DEPARTMENT  
ROAD AND TRANSPORTATION FUND**

	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
<b>OPERATING</b>						
Professional Services	\$ -	\$ 9,502	\$ -	\$ 82,192	10.3%	100.0%
Contractual Services	315,295	117,131	365,000	364,792	45.8%	-0.1%
Transit Costs	-	-	150,000	-	0.0%	-100.0%
Repairs & Maintenance	-	64	175,000	8,698	1.1%	-95.0%
Road Materials and Supplies	19,409	34,079	50,000	15,000	1.9%	-70.0%
<i>Total Operating Costs</i>	\$ 334,704	\$ 160,777	\$ 740,000	\$ 470,682	59.2%	-36.4%
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	\$ 35,782	24,809	-	220,000	27.6%	100.0%
Machinery & Equipment	-	-	-	105,000	13.2%	100.0%
<i>Total Capital Outlay</i>	\$ 35,782	\$ 24,809	\$ -	\$ 325,000	40.8%	100.0%
<b>TOTAL EXPENSES</b>	<b>\$ 370,486</b>	<b>\$ 185,586</b>	<b>\$ 740,000</b>	<b>\$ 795,682</b>	<b>100.0%</b>	<b>7.5%</b>

# **Senior Center**

## **Mission Statement**

**The mission of the Elderly Services Department is to improve, maintain and enhance the quality of life for older citizens of this community. In keeping with planned area and statewide goals to ensure a life with dignity and maximum independence for older persons, this department provides a comprehensive and coordinated system of services to include: congregate meals, home delivered meals, nutrition education, health support, transportation, adult education, screening and assessment, and information and referral assistance.**



## **Senior Center**

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The City of Miami Springs Elderly Services Department/ Miami Springs Senior Center has continued to be an essential part of this community's continuum of care by assisting older residents, age 60 and over, to maximize opportunities for self-sufficiency and personal independence. The provision of a full range of community-based services through this department's existing comprehensive and coordinated system is in keeping with planned area and statewide goals to improve maintain and enhance the quality of life for older persons of our community. Through ongoing management, evaluation, assessment, supervision and reporting of planned objectives over the past twenty-six years, the city's elderly services department has provided, and will continue to provide, high quality services that include: congregate meals; home-delivered meals for homebound elderly; nutrition education and diet counseling; screening and assessment; information and referral assistance; adult education presentations and classes; health support activities; transportation; shopping assistance; as well as recreational and social activities.

Funding for the elderly services department is provided through: City funds, OAA Title III B, III C-1, and III C-2 annual grant awards; USDA cash-in-lieu of commodities reimbursement; participant and private donations; monthly contributions from the Village of Virginia Gardens and other grant awards. As a recipient of Federal, State and City funds, this department must comply with all rules, regulations and reporting requirements as dictated by: the Older Americans' Act of 1965, as amended; the State of Florida Department of Elder Affairs; the United States Dept. of Agriculture; the City of Miami Springs' Code of Ordinances; and other applicable regulatory statutes.

Additional program support is provided through agreements with the MSPD Community Policing Office; RSVP; AARP; the Alliance for Aging, Inc.; and many volunteer resources.

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## **Budget Highlights or Modifications**

FY2004-05 budget reflects a 6.2% decrease from FY2003-04 due to the proper allocation of costs which had been overstated in prior year.

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### **Goals and Objectives:**

**GOAL:** To promote better health through improved nutrition, reduce the isolation of old age through socialization, and help older citizens live with dignity.

**OBJECTIVE:** -Provide 36,900 nutritionally balanced, congregate lunch meals to eligible persons, particularly those in greatest economic and social need.

**GOAL:** To provide nutritionally sound, home-delivered meals to eligible, homebound citizens.

**OBJECTIVE:** -Serve 14,500 meals to frail and disabled older citizens this year.

**GOAL:** To provide health support activities to assist older persons in securing and utilizing necessary medical treatment as well as preventive, emergency and health maintenance services.

**OBJECTIVES:**

- 1) -Provide health screenings and illness prevention programs to detect or prevent illness or worsening of chronic conditions on an ongoing basis;
- 2) -Provide organized activities and programs of regular physical exercise three times each week;
- 3) -Plan, solicit and coordinate programs to be sponsored by a network of publicly and privately funded organizations for the delivery of health information;
- 4) -Provide regular opportunities for older citizens to participate in recreational activities each month;
- 5) -Provide monthly consulting services, blood pressure screenings and individual counseling on hypertension each month by contracting with a registered nurse.

**GOAL:** To assure the continued local mobility of older residents who do not have access to a form of transportation.

**OBJECTIVE:** -Provide travel assistance to and from the senior center, the client's residence, local doctor offices, grocery store, post office, bank, and area malls and attractions when possible.

**GOAL:** To provide formal and informal education designed to offer opportunities directed towards health improvement, personal enrichment and vocational improvement.

**OBJECTIVE:** -Using a variety of instructional approaches and resources, provide information on health, environment, economics, consumerism, crime prevention, etc. as adult education for our citizens.



**Goals and Objectives:  
(Continued)**

**GOAL:** To provide a formal nutrition education and counseling program for both senior center and homebound clients.

**OBJECTIVE:** -A registered dietician will provide consulting services and nutrition education seminars as prescribed by the funding source (the Florida Department of Elder Affairs) during the year.

**GOAL:** To actively seek and reach target group individuals and assist them to access services. Collect and record data on service needs for use in planning and developing supportive services and agendas for advocacy.

**OBJECTIVES:**

- 1) -Screening and Assessment will be conducted annually on a one-to-one basis with all older residents utilizing city services, inquiring about services or referred for services;
- 2) -Comply with the Florida Department of Elder Affairs' regulations and reporting requirements utilizing the state's C.I.R.T.S. computer system. Comply with the requirements imposed by the Alliance For Aging, Inc., the designated monitoring agency;
- 3) -Provide information and referral assistance in person and via telephone;
- 4) -Conduct home visitations annually of 60 homebound elderly to monitor status and further needs.

**GOAL:** To provide an appropriate setting for older persons to establish a social network and meet holistic needs resulting in the stabilization or improvement of the participant's physical, mental, social and/or economic status.

**OBJECTIVE:** -Maintain quality paid and volunteer staffing through ongoing training, recognition and reinforcement of their responsibilities.



**SENIOR CENTER DEPARTMENT**  
**Senior Center Special Revenue Fund Expenditures**  
Consolidated to represent all funding sources

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$51,619	\$55,254	\$53,350	\$54,790	19.3%	2.7%
Part Time Year Round	27,474	38,261	41,506	45,588	16.1%	9.8%
Payroll Taxes	7,333	6,477	7,257	7,679	2.7%	5.8%
Pension & Retirement	-	-	1,290	1,293	0.5%	0.2%
Health Insurance	4,348	8,978	8,085	6,461	2.3%	-20.1%
Workers' Compensation	3,441	5,020	3,802	476	0.2%	-87.5%
<i>Total Personnel Costs</i>	<b>\$ 94,215</b>	<b>\$ 113,991</b>	<b>\$ 115,290</b>	<b>\$ 116,287</b>	<b>40.9%</b>	<b>0.9%</b>
<b>OPERATING</b>						
Professional Services	3,772	4,735	5,075	2,827	1.0%	-44.3%
Contractual Services	11,610	10,375	10,800	12,916	4.5%	19.6%
Travel & Related Costs	427	851	900	950	0.3%	5.6%
Uniforms	-	-	-	270	0.1%	100.0%
Utility Services	8,345	9,855	9,225	9,460	3.3%	2.5%
Repairs & Maintenance	25	125	6,690	4,470	1.6%	-33.2%
Rentals & Lease	1,437	1,407	1,032	1,302	0.5%	26.2%
Advertising & Promotions	326	300	500	600	0.2%	20.0%
Office Supplies	269	266	350	375	0.1%	7.1%
Operating Supplies	92,481	154,572	126,458	125,484	44.2%	-0.8%
Dues, Memberships & Subsc.	2,160	115	230	280	0.1%	21.7%
Training & Education	51	10	150	150	0.1%	0.0%
Liability Insurance	6,432	4,136	5,357	3,983	1.4%	-25.6%
Fleet Maintenance	5,356	2,595	4,946	2,800	1.0%	-43.4%
Telephone/Internet	5,367	7,559	5,176	1,476	0.5%	-71.5%
<i>Total Operating Costs</i>	<b>\$ 138,058</b>	<b>\$ 196,901</b>	<b>\$ 176,889</b>	<b>\$ 167,343</b>	<b>58.9%</b>	<b>-5.4%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	9,952	10,768	400	0.1%	-96.3%
<i>Total Capital Outlay</i>	<b>\$ -</b>	<b>\$ 9,952</b>	<b>\$ 10,768</b>	<b>\$ 400</b>	<b>0.1%</b>	<b>-96.3%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 232,273</b>	<b>\$ 320,844</b>	<b>\$ 302,947</b>	<b>\$ 284,030</b>	<b>100.0%</b>	<b>-6.2%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Social Services Director	1	1	1	1	14.3%	0.0%
<i>Part-time Employee:</i>						
Food Service Aide	3	3	3	3	42.9%	0.0%
Outreach Worker	1	1	1	1	14.3%	0.0%
Van Driver	1	1	1	1	14.3%	0.0%
Bus Driver	1	1	1	1	14.3%	0.0%
<i>Sub-total: Part-time employees</i>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>85.7%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>100.0%</b>	<b>0.0%</b>

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## **Miami Springs Golf and Country Club**

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The Golf and Country provides affordable golf and golf related programs and events to the residents, businesses and civic organizations throughout Miami-Dade County. The club also provides a la carte breakfast, lunch and dinner services. Annual prepaid golf memberships are also available, and preferred pricing for golf and golf memberships is extended to residents of the City of Miami Springs.

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### **Goals and Objectives:**

**Goal:** Operate a financially sound golf course through first class customer service, special events and youth programs.

<b>Objectives:</b> (1) Increase the number of rounds played. (2) Increase the average dollar per round. Continue to increase both resident and non-resident memberships.
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<b>Objective:</b> Increased resident activity through effective advertising and promotional programs. Build a vibrant junior golf program.
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**Goal:** Continue to improve and enhance course playability and turf health through effective mowing, weed control programs, and attention to detail.

<b>Objective:</b> Maintain a minimum staff of nine full-time employees throughout the year.
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### **Budget Highlights or Modifications**

The FY2004-05 budget reflects operational changes approved by City Administration and Council, these changes have significantly reduced the budgeted loss for FY2004-05.

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**GOLF COURSE FUND**  
**Golf Course Administration- Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>OPERATING</b>						
Professional Services	\$ 13,536	\$ 8,655	\$ -	\$ 3,000	1.6%	100.0%
Contractual Services	67,602	7,214	12,000	12,000	6.2%	0.0%
Communications & Freight	581	3,597	-	-	0.0%	0.0%
Utility Services	98,236	80,130	75,000	94,200	49.0%	25.6%
Repairs & Maintenance	9,872	463	-	1,000	0.5%	100.0%
Rentals & Leases	-	666	3,000	7,800	4.1%	160.0%
Printing & Binding	1,602	304	-	-	0.0%	0.0%
Advertising & Promotions	1,479	450	-	-	0.0%	0.0%
Bank Charges	-	6,255	-	-	0.0%	0.0%
Credit Card Fees	-	20,800	-	-	0.0%	0.0%
Other Miscellaneous Costs	23,258	-	-	-	0.0%	0.0%
Office Supplies	4,403	3,712	3,600	6,000	3.1%	100.0%
Operating Supplies	9,916	9,734	10,000	6,000	3.1%	-40.0%
Dues, Memberships & Subsc.	2,122	295	-	-	0.0%	0.0%
Licenses and Fees	-	-	-	1,000	0.5%	100.0%
Depreciation/Amortization	-	184,444	-	-	0.0%	0.0%
Liability Insurance	42,802	12,166	5,000	52,360	27.2%	100.0%
Telephone/Internet	-	3,542	1,200	8,982	4.7%	100.0%
<i>Total Operating Costs</i>	\$ 275,409	\$ 342,426	\$ 109,800	\$ 192,342	100.0%	75.2%
<b>TOTAL EXPENSES</b>	<b>\$ 275,409</b>	<b>\$ 342,426</b>	<b>\$ 109,800</b>	<b>\$ 192,342</b>	<b>100.0%</b>	<b>75.2%</b>



**GOLF COURSE FUND**  
**Golf Course Food & Beverage Operations- Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 410,548	\$ 307,712	\$ 273,000	\$ 160,800	37.7%	-41.1%
Part Time Year round	-	118,684	-	-	0.0%	0.0%
Overtime	-	9,743	-	-	0.0%	0.0%
Payroll Taxes	38,234	36,659	20,885	12,301	2.9%	-41.1%
Pension & Retirement	-	-	-	-	0.0%	0.0%
Health Insurance	26,552	13,700	6,600	14,436	3.4%	118.7%
Workers' Compensation	31,602	12,609	11,908	4,663	1.1%	-60.8%
Unemployment Taxes	10,597	3,365	5,594	5,242	1.2%	-6.3%
<i>Total Personnel Costs</i>	<i>\$ 517,533</i>	<i>\$ 502,472</i>	<i>\$ 317,987</i>	<i>\$ 197,442</i>	<i>46.3%</i>	<i>-37.9%</i>
<b>OPERATING</b>						
Professional Fees	35,373	6,209	-	-	0.0%	0.0%
Commissions	-	15,503	7,560	-	0.0%	-100.0%
Management Fee	-	3,333	55,000	18,000	4.2%	-67.3%
Contractual Services	6,132	25,456	3,600	-	0.0%	-100.0%
Utility Services	11,421	10,634	-	12,000	2.8%	0.0%
Repairs & Maintenance	5,149	4,452	-	-	0.0%	0.0%
Printing and binding	220	4,121	-	-	0.0%	0.0%
Bank Charges	-	-	-	-	0.0%	100.0%
Credit Card Fees	-	-	-	3,800	0.9%	100.0%
Rentals & Lease	210	7,134	6,900	1,560	0.4%	-77.4%
Entertainment	-	-	9,100	-	0.0%	-100.0%
Advertising & Promotions	29,201	35,657	36,000	8,000	1.9%	-77.8%
Other Miscellaneous Costs	8,575	2,497	13,200	5,700	1.3%	-56.8%
Operating Supplies	44,662	53,432	40,000	19,550	4.6%	-51.1%
Cost of Sales-Food	197,470	199,977	176,760	88,500	20.7%	-49.9%
Cost of Sales-Alcohol	84,126	71,064	73,800	65,700	15.4%	-11.0%
Licenses and Fees	952	5,649	4,800	6,380	1.5%	32.9%
<i>Total Operating Costs</i>	<i>\$ 423,491</i>	<i>\$ 445,119</i>	<i>\$ 426,720</i>	<i>\$ 229,190</i>	<i>53.7%</i>	<i>-46.3%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 941,024</b>	<b>\$ 947,591</b>	<b>\$ 744,707</b>	<b>\$ 426,632</b>	<b>100.0%</b>	<b>-42.7%</b>

**GOLF COURSE FUND**  
**Golf Course Pro Shop Operations- Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 177,161	\$ 189,323	\$ 179,000	\$ 192,000	43.5%	7.3%
Overtime	-	406	-	-	0.0%	0.0%
Part Time Employees	13,493	-	13,285	-	0.0%	-100.0%
Payroll Taxes	13,494	13,508	14,710	14,688	3.3%	-0.1%
Health Insurance	10,596	9,043	7,978	6,300	1.4%	-21.0%
Workers' Compensation	3,564	28,892	8,001	15,168	3.4%	89.6%
Unemployment Taxes	4,801	3,759	3,759	4,992	1.1%	32.8%
<i>Total Personnel Costs</i>	<i>\$ 223,109</i>	<i>\$ 244,931</i>	<i>\$ 226,733</i>	<i>\$ 233,148</i>	<i>52.9%</i>	<i>2.8%</i>
<b>OPERATING</b>						
Professional Services	-	2,500	4,500	3,000	0.7%	-33.3%
Contractual Services	-	-	-	-	0.0%	0.0%
Management Fees	-	48,000	60,000	48,000	10.9%	-20.0%
Travel & Related Costs	-	-	500	500	0.1%	0.0%
Merchandise	68,855	57,041	67,000	42,000	9.5%	-37.3%
Repairs & Maintenance	-	-	500	1,200	0.3%	140.0%
Rentals & Lease	44,488	46,426	51,780	57,138	13.0%	10.3%
Printing & Binding	-	1,775	3,000	4,800	1.1%	60.0%
Advertising & Promotions	6,045	4,036	10,000	8,000	1.8%	-20.0%
Bank Charges	-	-	6,000	-	0.0%	-100.0%
Credit Card Fees	8,328	-	21,000	15,800	3.6%	-24.8%
Range	1,486	4,988	10,000	6,000	1.4%	-40.0%
Office Supplies	-	-	1,500	-	0.0%	-100.0%
Operating Supplies	9,519	17,244	15,000	10,000	2.3%	-33.3%
Dues, Memberships & Subsc.	-	7,626	1,000	1,000	0.2%	0.0%
Property Taxes(Carts)	-	-	6,000	-	0.0%	-100.0%
Other Misc Charges	-	-	-	4,800	1.1%	100.0%
Depreciation/Amortization	-	636	-	-	0.0%	0.0%
Education and Training	-	851	-	500	0.1%	100.0%
Liability Insurance	-	19,229	35,780	-	0.0%	-100.0%
Computers/Communications	-	2,671	2,300	-	0.0%	-100.0%
<i>Total Operating Costs</i>	<i>\$ 138,721</i>	<i>\$ 213,024</i>	<i>\$ 295,860</i>	<i>\$ 202,738</i>	<i>46.0%</i>	<i>-31.5%</i>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	213	-	5,000	1.1%	100.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 213</i>	<i>\$ -</i>	<i>\$ 5,000</i>	<i>1.1%</i>	<i>100.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 361,830</b>	<b>\$ 458,168</b>	<b>\$ 522,593</b>	<b>\$ 440,886</b>	<b>100.0%</b>	<b>-15.6%</b>

**GOLF COURSE FUND**  
**Golf Course Maintenance Operations- Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 266,545	\$ 308,940	\$ 286,000	\$ 286,000	46.2%	0.0%
Overtime		136	-	-	0.0%	0.0%
Payroll Taxes	18,723	22,866	22,650	21,879	3.5%	-3.4%
Pension & Retirement		-	-	-	0.0%	0.0%
Health Insurance	24,867	17,953	17,500	14,500	2.3%	-17.1%
Workers' Compensation	6,150	12,291	12,784	20,020	3.2%	56.6%
Unemployment Taxes	5,229	3,986	4,460	6,435	1.0%	44.3%
<i>Total Personnel Costs</i>	<b>\$ 321,514</b>	<b>\$ 366,172</b>	<b>\$ 343,394</b>	<b>\$ 348,834</b>	<b>56.4%</b>	<b>1.6%</b>
<b>OPERATING</b>						
Professional Services	3,443	-	-	10,000	1.6%	100.0%
Contractual Services	-	4,525	25,000	-	0.0%	-100.0%
Repairs & Maintenance	25,658	36,214	30,000	42,000	6.8%	40.0%
Rentals & Lease	500	-	6,900	-	0.0%	-100.0%
Fuels, Oils, Lubricants	-	-	-	6,000		100.0%
Operating Supplies	181,955	169,262	135,000	156,000	25.2%	15.6%
Dues, Memberships & Subsc.	200	372	-	-	0.0%	0.0%
Uniform	119	-	6,800	9,600	1.6%	41.2%
Depreciation/Amortization	-	325	-	-	0.0%	0.0%
Interest Expense	8,270	7,328	-	-	0.0%	0.0%
<i>Total Operating Costs</i>	<b>\$ 220,145</b>	<b>\$ 218,027</b>	<b>\$ 203,700</b>	<b>\$ 223,600</b>	<b>36.1%</b>	<b>9.8%</b>
<b>DEBT SERVICE</b>						
Principal	-	-	-	41,473	6.7%	100.0%
Interest Expense	-	-	-	4,863	0.8%	100.0%
<i>Total Capital Outlay</i>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,336</b>	<b>7.5%</b>	<b>100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 541,659</b>	<b>\$ 584,199</b>	<b>\$ 547,094</b>	<b>\$ 618,770</b>	<b>100.0%</b>	<b>13.1%</b>



## **Law Enforcement Trust Fund**

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The Law Enforcement Trust Fund was created under the authority of Florida State Statute Section 932.7055(4) (a). The expenditures of this fund require requests from the Chief of Police and approval by the City Council. Expenditures are restricted to items or programs which are not considered normal operating expenditures, including salaries.

The Fund is utilized to maintain a Community Policing Office (CPO) in a satellite location. This program and related facility operates year round and partially offsets the City's requirement for various match obligation, including crime prevention, drug education and school resource officer programs. The expenses incurred by the Vice, Intelligence and Narcotics units are charged to the Fund and an appropriation is made annually to provide the necessary source of funds. The Fund also provides required matching dollars for several grants which have been or will be awarded to the City.

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## **Budget Highlights or Modifications**

There are no major changes or modifications to the 2004-05 budget.

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**POLICE DEPARTMENT**  
**Law Enforcement Trust Fund**  
**Administration**

	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
<b>OPERATING</b>					
Professional Services	\$ 5,469	\$ 2,500	\$ -	0.0%	-100.0%
Investigations	76,806	25,000	25,000	100.0%	0.0%
Repairs & Maintenance	779	-	-	0.0%	0.0%
Operating Supplies	21,603	-	-	0.0%	0.0%
Training & Education	990	-	-	0.0%	0.0%
Rentals & Leases	28,877	31,132	-	0.0%	-100.0%
Liability Insurance	5,665	-	-	0.0%	0.0%
<i>Total Operating Costs</i>	<b>\$ 140,188</b>	<b>\$ 58,632</b>	<b>\$ 25,000</b>	<b>100.0%</b>	<b>-57.4%</b>
<b>CAPITAL OUTLAY</b>					
Machinery & Equipment	76,969	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<b>\$ 76,969</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 217,157</b>	<b>\$ 58,632</b>	<b>\$ 25,000</b>	<b>100.0%</b>	<b>-57.4%</b>

**POLICE DEPARTMENT**  
**Law Enforcement Trust Fund**  
**Community Policing Office Budget**

	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>					
<b>OPERATING</b>					
Professional Services	\$ 2,579	\$ 3,200	\$ 1,500	1.9%	-53.1%
Contractual Services	-	5,000	2,000	2.5%	-60.0%
Travel & Related Costs	809	5,500	6,000	7.5%	9.1%
Communications & Freight	14	1,500	500	0.6%	-66.7%
Utility Services	266	-	300	0.4%	100.0%
Repairs & Maintenance	-	1,700	1,700	2.1%	0.0%
Rentals & Lease	16,602	17,400	17,300	21.6%	-0.6%
Printing & Binding	1,284	-	3,500	4.4%	100.0%
Uniforms	-	-	2,600	3.2%	100.0%
Courier, UPS, Fedex-Overnight	-	-	500	0.6%	100.0%
Advertising & Promotions	5,996	6,200	8,000	10.0%	29.0%
Office Supplies	2,250	-	3,500	4.4%	100.0%
Operating Supplies	7,785	9,200	8,400	10.5%	-8.7%
Liability Insurance	-	1,500	2,000	2.5%	33.3%
Dues, Memberships & Subsc.	1,216	1,000	1,000	1.2%	0.0%
Training & Education	2,879	12,500	12,500	15.6%	0.0%
Fleet Maintenance	-	7,500	-	0.0%	-100.0%
Telephone & Internet	-	1,000	4,738	5.9%	373.8%
<i>Total Operating Costs</i>	<b>\$ 41,679</b>	<b>\$ 73,200</b>	<b>\$ 76,038</b>	<b>95.0%</b>	<b>3.9%</b>
<b>CAPITAL OUTLAY</b>					
Machinery & Equipment	-	7,000	4,000	5.0%	-42.9%
<i>Total Capital Outlay</i>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ 4,000</b>	<b>5.0%</b>	<b>-42.9%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 41,679</b>	<b>\$ 80,200</b>	<b>\$ 80,038</b>	<b>100.0%</b>	<b>-0.2%</b>

This department is staffed with 2 (two) full-time officers, 1 (one) full-time administrative specialist, and 1 (one) part-time administrative specialist. These positions are reported under the "Police Department" budget document.



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## **ENTERPRISE FUNDS**

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## Water & Sewer Fund-Water Operations

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The Water Division of the Public Works Department is a self-supporting operation engaged in the day-to-day operations of the City water system. This division services over 4,500 metered locations and ensures that the residents and owners receive potable water through the city's distribution system. Water is purchased on a wholesale basis from the Miami-Dade County Water and Sewer Department (WASAD).

This Division is responsible for maintaining all City-owned lines in good operating condition to deliver uninterrupted water service to our customers. The system is over 30 years old, and an aggressive capital program to replace water lines on a prioritized schedule is being followed.

The City works with WASAD to monitor the water and ensure that the water quality is maintained at the highest levels for good health and safety.

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### Goals and Objectives:

**Goal:** To provide cost-effective water and meter maintenance services to the City in a courteous manner.

**Objective:** Train employees in new techniques and materials used for the maintenance and replacement of water service systems.

**Objective:** Provide ongoing customer service training to employees who have contact with residents and local business owners.

**Goal:** Continue an aggressive program of replacing calcified and leaking lines.

**Objective:** Replace approximately 2,000 lineal feet of water distribution lines per year.

**Goal:** Develop and implement a planned maintenance program.

**Objective:** Locate and exercise shutoff valves, flush hydrants, and mark locations on the water atlas.

**Objective:** Load valve and hydrant data in the hte work order system for automated work order generation.

**Objective:** Update the water atlas in a GIS format.

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### Budget Highlights or Modifications:

1. Capital Improvements of \$85,000 is for repairs of water lines in the City.
  2. Salaries include an additional Meter Reader position as well as 50% of the salaries of a Heavy Equipment Operator.
  3. Administrative fee paid to the general fund reduced to \$78,000 to reflect proper allocation of costs.
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**WATER AND SEWER FUND**  
**Water Operations - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 207,052	\$ 209,290	\$ 206,312	\$ 295,115	21.3%	43.0%
Part Time Year Round	12,686	10,568	12,000	10,000	0.7%	-16.7%
Overtime	8,446	8,494	10,000	12,000	0.9%	20.0%
Payroll Taxes	18,841	20,602	17,466	24,259	1.8%	38.9%
Pension & Retirement	713	1,117	2,942	6,965	0.5%	136.7%
Health Insurance	22,444	28,740	20,719	22,596	1.6%	9.1%
Leased Employees	31,974	44,679	45,000	-	0.0%	-100.0%
Workers' Compensation	12,975	8,389	9,250	41,840	3.0%	352.3%
<i>Total Personnel Costs</i>	<i>\$ 315,131</i>	<i>\$ 331,880</i>	<i>\$ 323,689</i>	<i>\$ 412,775</i>	<i>29.8%</i>	<i>27.5%</i>
<b>OPERATING</b>						
Professional Services	45,213	16,543	20,000	15,000	1.1%	-25.0%
Contractual Services	42,069	34,031	45,000	17,500	1.3%	-61.1%
Contingencies	6	-	20,000	20,000	1.4%	0.0%
Utility Services	608,714	601,050	620,000	640,000	46.2%	3.2%
Repairs & Maintenance	4,729	6,669	5,000	4,000	0.3%	-20.0%
Rentals & Lease	-	196	500	500	0.0%	0.0%
Printing & Binding	126	205	500	500	0.0%	0.0%
Credit Card Fees	1,927	3,378	11,000	1,000	0.1%	-90.9%
Bank Charges	2,951	3,777	3,000	500	0.0%	-83.3%
Fuels, Oils, Lubricants	-	-	-	5,400	0.4%	100.0%
Operating Supplies	72,341	54,970	50,000	53,000	3.8%	6.0%
Training & Education	-	1,557	2,000	2,000	0.1%	0.0%
Depreciation (non cash)	18,039	1,170	30,000	14,349	1.0%	-52.2%
Bad Debt Expense	28,605	1,548	3,000	1,000	0.1%	-66.7%
Liability Insurance	24,495	4,645	6,090	13,345	1.0%	119.1%
Fleet Maintenance	-	8,174	12,322	19,800	1.4%	60.7%
Telephone/Internet	-	5,506	3,772	497	0.0%	-86.8%
Management Fee to Gen. Fund	200,000	200,000	200,000	78,000	5.6%	-61.0%
<i>Total Operating Costs</i>	<i>\$ 1,049,215</i>	<i>\$ 743,420</i>	<i>\$ 1,032,184</i>	<i>\$ 886,391</i>	<i>64.0%</i>	<i>-14.1%</i>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	-	13,446	100,000	85,000	6.1%	-15.0%
Vehicles	-	-	27,500	-	0.0%	-100.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 13,446</i>	<i>\$ 127,500</i>	<i>\$ 85,000</i>	<i>6.1%</i>	<i>-33.3%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 1,364,346</b>	<b>\$ 1,088,746</b>	<b>\$ 1,483,373</b>	<b>\$ 1,384,166</b>	<b>100.0%</b>	<b>-6.7%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Meter Reader	0	0	0	1	11.8%	100.0%
Clerical Assistant I	1	1	1	1	11.8%	0.0%
Utility Service Worker I	1	1	1	1	11.8%	0.0%
Utility Service Worker II	2	2	2	2	23.5%	0.0%
Utility Service Worker III	1	1	1	1	11.8%	0.0%
Operations Supervisor	0.5	0.5	0.5	0.5	5.9%	0.0%
Water & Sewer Foreman	0.5	0.5	0.5	0.5	5.9%	0.0%
Heavy Equipment Op.	0.5	0.5	0.5	1.0	11.8%	100.0%
<b>TOTAL FULL TIME</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>	<b>8.0</b>	<b>94.1%</b>	<b>23.1%</b>
<i>Part Time Employee:</i>						
Maintenance Worker	1.0	0.5	0.5	0.5	5.9%	0.0%
<b>FUND TOTAL</b>	<b>7.5</b>	<b>7.0</b>	<b>7.0</b>	<b>8.5</b>	<b>100.0%</b>	<b>21.4%</b>



## Water & Sewer Fund-Sewer Operations

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The Sewer Division of the Public Works Department is a self-supporting operation engaged in the day-to-day operation of the city sewer system. The division services over 45 miles of sewer lines for approximately 4,500 metered customers. We are responsible for maintaining all City-owned lines in good operating condition and to provide uninterrupted service to our customers.

Millions of gallons of effluent pass through the sanitary sewer system enroute to the Miami-Dade County Water and Sewer Department's (WASA) processing plant. WASA charges the City a wholesale disposal fee at two different rates – one rate for the dry season and one for the wet season.

The City works with WASA in meeting health and safety requirements for employees and the general public.

The Sewer Division is also responsible for managing the comprehensive rehabilitation of the system. The sewer system is over 30 years old, and the division is following an aggressive capital program of replacing and restoring lines on a prioritized schedule.

The City should realize significant disposal cost savings with the continuation and completion of these repairs.

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### Goals and Objectives:

**Goal:** Provide cost-effective sewer services to the City in a courteous manner.

**Objective:** Train employees in new techniques and materials used for the maintenance and replacement of sewer systems.

**Objective:** Provide ongoing customer service training to employees who have contact with residents and business owners.

**Goal:** Monitor the Sewer Capital Improvement Program

**Objective:** Continue to act as a liaison to engineers and contractors for the ongoing capital construction on the City's sewer system.

**Goal:** Comply with DERM's peak flow study requirements

**Objective:** Complete the installation of SCADA system and begin peak flow study

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### Budget Highlights or Modifications:

1. Mandatory \$200,000 annual contribution to be used for rehabilitation.
2. Additional \$30,000 in professional fees for project management of SCADA peak flow installation as required by DERM.
3. Increase in administrative fee paid to the general fund to reflect the proper allocation of costs for FY2004-05

**WATER AND SEWER FUND**  
**Sewer Operations - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 187,448	\$ 167,711	\$ 184,203	\$ 214,604	5.3%	16.5%
Part Time Year Round	289	34	-	-	0.0%	0.0%
Overtime	16,549	12,894	14,000	15,000	0.4%	7.1%
Payroll Taxes	15,121	15,553	15,011	17,565	0.4%	17.0%
Pension & Retirement	1,171	1,117	2,669	5,065	0.1%	89.8%
Health Insurance	13,037	18,189	18,203	19,044	0.5%	4.6%
Leased Employees	30,017	62,679	45,000	-	0.0%	-100.0%
Workers' Compensation	10,812	8,370	9,250	41,642	1.0%	350.2%
<i>Total Personnel Costs</i>	<i>\$ 274,444</i>	<i>\$ 286,547</i>	<i>\$ 288,336</i>	<i>\$ 312,920</i>	<i>7.7%</i>	<i>8.5%</i>
<b>OPERATING</b>						
Professional Services	67,876	17,102	52,500	60,000	1.5%	14.3%
Contractual Services	27,228	30,060	35,400	17,500	0.4%	-50.6%
Contingencies	195	2,916	40,000	20,000	0.5%	-50.0%
Utility Services	2,123,762	1,720,197	2,400,000	1,631,450	40.1%	-32.0%
Repairs & Maintenance	3,506	4,849	7,500	8,000	0.2%	6.7%
Rentals & Lease	853	-	5,000	1,000	0.0%	-80.0%
Printing & Binding	-	-	-	500	0.0%	100.0%
Credit Card Fees	5,542	8,630	19,500	5,000	0.1%	-74.4%
Operating Supplies	33,251	21,084	28,200	40,000	1.0%	41.8%
Fuels, Oils, Lubricants	-	-	-	4,200	0.1%	0.0%
Training & Education	-	-	1,000	1,500	0.0%	50.0%
Bank Charges	8,533	11,410	7,250	1,000	0.0%	-86.2%
Other Charges	51,963	51,131	-	-	0.0%	0.0%
Depreciation/Amortization (non cash)	316,751	712,836	320,000	629,012	15.4%	96.6%
Bad Debt Expense	87,408	9,309	4,000	3,000	0.1%	-25.0%
Liability Insurance	8,424	6,783	8,410	10,760	0.3%	27.9%
Fleet Maintenance	11,172	15,733	26,110	10,000	0.2%	-61.7%
Telephone/Internet	5,523	5,506	3,772	695	0.0%	-81.6%
Bond Administrative Services	-	500	-	3,200	0.1%	100.0%
Management Fee to Gen. Fund	150,000	150,000	150,000	232,000	5.7%	54.7%
<i>Total Operating Costs</i>	<i>\$ 2,901,987</i>	<i>\$ 2,768,047</i>	<i>\$ 3,108,642</i>	<i>\$ 2,678,817</i>	<i>65.8%</i>	<i>-13.8%</i>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	48,307	26,453	200,000	200,000	4.9%	0.0%
Machinery & Equipment	5,939	-	90,000	50,000	1.2%	-44.4%
<i>Total Capital Outlay</i>	<i>\$ 54,246</i>	<i>\$ 26,453</i>	<i>\$ 290,000</i>	<i>\$ 250,000</i>	<i>6.1%</i>	<i>-13.8%</i>
<b>DEBT SERVICE</b>						
Bond Interest	485,997	486,863	471,663	456,362	11.2%	-3.2%
Principal	335,000	350,000	360,000	375,000	9.2%	4.2%
<i>Total Debt Service</i>	<i>\$ 820,997</i>	<i>\$ 836,863</i>	<i>\$ 831,663</i>	<i>\$ 831,362</i>	<i>20.4%</i>	<i>0.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 4,051,674</b>	<b>\$ 3,917,909</b>	<b>\$ 4,518,641</b>	<b>\$ 4,073,099</b>	<b>100.0%</b>	<b>-9.9%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Water/Sewer Foreman	0.5	0.5	0.5	0.5	7.7%	0.0%
Master Electrician	1	1	1	0.5	7.7%	-50.0%
Utility Service Worker I	1	1	1	1	15.4%	0.0%
Utility Service Worker II	2	2	2	2	30.8%	0.0%
Utility Service Worker III	1	1	1	1	15.4%	0.0%
Operations Supervisor	0.5	0.5	0.5	0.5	7.7%	0.0%
Heavy Equipment Op.	0.5	0.5	0.5	1.0	15.4%	100.0%
<b>FUND TOTAL</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>	<b>100.0%</b>	<b>0.0%</b>



**WATER AND SEWER FUND**  
**Combined Operations - Expenditure Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 394,500	\$ 377,001	\$ 390,515	\$ 509,719	9.3%	30.5%
Part Time Year Round	12,975	10,602	12,000	10,000	0.2%	0.0%
Overtime	24,995	21,388	24,000	27,000	0.5%	12.5%
Payroll Taxes	33,962	36,155	32,477	41,824	0.8%	28.8%
Pension & Retirement	1,884	2,234	5,611	12,029	0.2%	114.4%
Health Insurance	35,481	46,929	38,922	41,640	0.8%	7.0%
Leased Employees	61,991	107,358	90,000	-	0.0%	-100.0%
Workers' Compensation	23,787	16,759	18,500	83,482	1.5%	351.3%
<i>Total Personnel Costs</i>	<i>\$ 589,575</i>	<i>\$ 618,427</i>	<i>\$ 612,025</i>	<i>\$ 725,694</i>	<i>13.3%</i>	<i>18.6%</i>
<b>OPERATING</b>						
Professional Services	113,089	33,645	72,500	75,000	1.4%	3.4%
Contractual Services	69,297	64,091	80,400	35,000	0.6%	-56.5%
Contingencies	201	2,916	60,000	40,000	0.7%	-33.3%
Utility Services	2,732,476	2,321,248	3,020,000	2,271,450	41.6%	-24.8%
Repairs & Maintenance	8,235	11,518	12,500	12,000	0.2%	-4.0%
Rentals & Lease	853	196	5,500	1,500	0.0%	-72.7%
Printing & Binding	126	205	500	1,000	0.0%	100.0%
Credit Card Fees	7,469	12,009	30,500	6,000	0.1%	-80.3%
Operating Supplies	105,592	24,861	31,200	93,000	1.7%	198.1%
Fuels, Oils, Lubricants	-	-	-	9,600	0.2%	
Training & Education	-	54,970	51,000	3,500	0.1%	-93.1%
Bank Charges	11,484	12,967	9,250	1,500	0.0%	-83.8%
Other Charges	51,963	52,301	30,000	-	0.0%	0.0%
Depreciation/Amortization (non cash)	334,790	714,384	323,000	643,361	11.8%	99.2%
Bad Debt Expense	116,013	13,954	10,090	4,000	0.1%	-60.4%
Liability Insurance	32,919	14,957	20,732	24,105	0.4%	16.3%
Fleet Maintenance	11,172	21,239	29,882	29,800	0.5%	-0.3%
Telephone/Internet	5,523	205,506	203,772	1,192	0.0%	-99.4%
Bond Administrative Services	-	500	-	3,200	0.1%	100.0%
Management Fee to Gen. Fund	350,000	150,000	150,000	310,000	5.7%	106.7%
<i>Total Operating Costs</i>	<i>\$ 3,951,202</i>	<i>\$ 3,711,467</i>	<i>\$ 4,140,826</i>	<i>\$ 3,565,208</i>	<i>65.3%</i>	<i>-13.9%</i>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	48,307	39,899	300,000	285,000	5.2%	-5.0%
Machinery & Equipment	5,939	-	90,000	50,000	0.9%	-44.4%
<i>Total Capital Outlay</i>	<i>\$ 54,246</i>	<i>\$ 39,899</i>	<i>\$ 390,000</i>	<i>\$ 335,000</i>	<i>6.1%</i>	<i>-14.1%</i>
<b>DEBT SERVICE</b>						
Bond Interest	485,997	486,863	471,663	456,362	8.4%	-3.2%
Principal	335,000	350,000	360,000	375,000	6.9%	4.2%
<i>Total Debt Service</i>	<i>\$ 820,997</i>	<i>\$ 836,863</i>	<i>\$ 831,663</i>	<i>\$ 831,362</i>	<i>15.2%</i>	<i>0.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 5,416,020</b>	<b>\$ 5,206,655</b>	<b>\$ 5,974,514</b>	<b>\$ 5,457,264</b>	<b>100.0%</b>	<b>-8.7%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Water/Sewer Foreman	0.5	0.5	0.5	0.5	3.3%	0.0%
Master Electrician	1	1	1	0.5	3.3%	-50.0%
Utility Service Worker I	1	1	1	1	6.7%	0.0%
Utility Service Worker II	2	2	2	2	13.3%	0.0%
Utility Service Worker III	1	1	1	1	6.7%	0.0%
Operations Supervisor	0.5	0.5	0.5	0.5	3.3%	0.0%
Heavy Equipment Op.	0.5	0.5	0.5	1.0	6.7%	100.0%
Meter Reader	0	0	0	1	6.7%	100.0%
Clerical Assistant I	1	1	1	1	6.7%	0.0%
Utility Service Worker I	1	1	1	1	6.7%	0.0%
Utility Service Worker II	2	2	2	2	13.3%	0.0%
Utility Service Worker III	1	1	1	1	6.7%	0.0%
Operations Supervisor	0.5	0.5	0.5	0.5	3.3%	0.0%
Foreman	0.5	0.5	0.5	0.5	3.3%	0.0%
Heavy Equipment Op.	0.5	0.5	0.5	1.0	6.7%	100.0%
<b>TOTAL FULL TIME</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>14.5</b>	<b>96.7%</b>	<b>11.5%</b>
<i>Part Time Employee:</i>						
Maintenance Worker	1.0	0.5	0.5	0.5	3.3%	0.0%
<b>FUND TOTAL</b>	<b>14.0</b>	<b>13.5</b>	<b>13.5</b>	<b>15.0</b>	<b>100.0%</b>	<b>11.1%</b>



## Sanitation Fund

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The Sanitation Division of the Public Works Department is responsible for the collection of all garbage and bulk trash items from residential properties in the City. Over 20,000 tons are collected and disposed of annually. Over 4,300 customers receive twice weekly garbage service and weekly bulk trash service.

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### Goals and Objectives:

**Goal:** Provide timely and efficient services to all residential customers.

**Objective:** Provide excellent service to residents by keeping to the published schedule and level of service.

**Objective:** Replace deteriorated containers to maintain efficiency

**Goal:** Promote the prevention of litter throughout the City.

**Objective:** Provide attractive trash containers throughout the City and ensure adequate pickups.

**Goal:** Collect additional waste collection charges as appropriate.

**Objective:** Monitor excessive trash piles so that the resident will bear the cost of disposal for trash over the permitted amount.

**Objective:** Provide documentation of excessive trash to the Finance Department for collection.

**Goal:** Decrease incidents of property damage caused by our collection vehicles

**Objective:** Institute a regular program of safety awareness with drivers.

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**Objective:** Increase proactive locating of low-hanging utility lines or fence hazards to avoid accidents.

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### Budget Highlights or Modifications:

- 1) Increase in Administrative fee paid to the general fund to reflect the proper allocation of costs.
  - 2) Increases in workmens compensation, fleet maintenance and depreciation reflect proper costs budgeting for FY2004-05.
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**SANITATION FUND**  
Sanitation Operations - Expenditure Detail

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>PERSONNEL</b>						
Salaries	\$ 492,302	\$ 500,028	\$ 453,846	\$ 474,409	25.1%	4.5%
Part Time Year Round	434	595	1,000	-	0.0%	-100.0%
Overtime	3,620	3,719	5,000	6,000	0.3%	20.0%
Payroll Taxes	37,044	39,936	35,178	36,751	1.9%	4.5%
Pension & Retirement	(279)	558	6,187	11,196	0.6%	81.0%
Health Insurance	49,665	63,468	51,499	51,430	2.7%	-0.1%
Leased Employees	28,119	44,679	45,000	-	0.0%	-100.0%
Workers' Compensation	32,439	21,750	19,169	37,647	2.0%	96.4%
<i>Total Personnel Costs</i>	<i>\$ 643,344</i>	<i>\$ 674,733</i>	<i>\$ 616,879</i>	<i>\$ 617,433</i>	<i>32.7%</i>	<i>0.1%</i>
<b>OPERATING</b>						
Contractual Services	623,026	726,569	670,000	757,500	40.1%	13.1%
Contingencies	-	-	20,000	10,000	0.5%	-50.0%
Utility Expense	-	-	-	125	0.0%	100.0%
Repairs & Maintenance	3,507	565	1,500	3,300	0.2%	120.0%
Credit Card Fees	2,379	3,343	9,500	2,500	0.1%	-73.7%
Bank Charges	3,627	4,573	3,500	300	0.0%	-91.4%
Operating Supplies	23,130	13,340	15,000	30,000	1.6%	100.0%
Fuels, Oils, Lubricants	-	-	-	32,000	1.7%	100.0%
Training & Education	149	-	1,000	1,000	0.1%	0.0%
Depreciation (non cash)	45,950	80,867	55,000	130,636	6.9%	137.5%
Bad Debt Expense	21,463	2,692	2,500	2,000	0.1%	-20.0%
Liability Insurance	37,152	30,382	35,704	36,587	1.9%	2.5%
Fleet Maintenance	94,488	56,661	26,979	79,000	4.2%	192.8%
Management Fee to Gen. Fund	75,000	75,000	75,000	97,000	5.1%	29.3%
Telephone/Internet	3,600	4,776	3,271	511	0.0%	-84.4%
<i>Total Operating Costs</i>	<i>\$ 933,471</i>	<i>\$ 998,767</i>	<i>\$ 918,954</i>	<i>\$ 1,182,459</i>	<i>62.7%</i>	<i>28.7%</i>
<b>DEBT SERVICE</b>						
Interest	67,365	12,632	60,000	13,000	0.7%	-78.3%
Principal	-	-	-	74,000	3.9%	100.0%
<i>Total Debt Service</i>	<i>\$ 67,365</i>	<i>\$ 12,632</i>	<i>\$ 60,000</i>	<i>\$ 87,000</i>	<i>4.6%</i>	<i>45.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 1,644,180</b>	<b>\$ 1,686,132</b>	<b>\$ 1,595,833</b>	<b>\$ 1,886,892</b>	<b>100.0%</b>	<b>18.2%</b>

**Position Detail**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
Sanitation Foreman	1	1	1	1	7.7%	0.0%
Automated Equipment Operator	8	6	6	6	46.2%	0.0%
Refuse Truck Driver	3	4	4	4	30.8%	0.0%
Refuse Collector	8	2	2	2	15.4%	0.0%
<b>FUND TOTAL</b>	<b>20</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>100.0%</b>	<b>0.0%</b>

## Stormwater Fund

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The Stormwater Division of the Public Works Department is a self-supporting operation engaged in the day-to-day operation of the City's storm drainage system. The operation includes the installation and maintenance of the system that drains and conveys storm water from the streets and rights-of-way to appropriate points of discharge. A flat monthly fee is charged to the City's metered customers for this service.

Services that are included in this function include the cleaning of drains, inlets, outlets, ditches, canals and culverts. Maintenance of the canals is also an integral function included in this division, requiring routine aquatic weed control for the effective overall drainage needs of the City.

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### Goals and Objectives:

**Goal:** Complete ongoing drainage improvements.

**Objective:** Continue to act as the liaison to engineers and contractors for the ongoing design and capital construction on the City's storm drainage system in Basin 14.

**Goal:** Optimize the capacity of the existing storm drainage system

**Objective:** Explore funded means of canal bank improvements.

**Objective:** Continue with a program of systematic storm drainage system cleaning using the JetVac truck. This includes installing plastic decals at every storm drain.

**Objective:** Perform regular trash removal from the canals

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### Budget Highlights or Modifications:

- 1) Budget includes administrative fee paid to the general fund for costs incurred by the general fund that relate to this enterprise activity.
  - 2) Capital Outlay includes \$500,000 in Basin improvements paid from grant revenues provided by the South Florida water Management District.
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**STORMWATER FUND**  
**Storm Water Operations - Expenditure Detail**

	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
<b>PERSONNEL</b>						
Salaries	\$ 55,203	\$ 56,707	\$ 56,433	\$ 60,079	7.8%	6.5%
Part Time Year Round	2,006	476	900	-	0.0%	-100.0%
Overtime	1,558	185	1,500	2,500	0.3%	66.7%
Payroll Taxes	4,413	5,635	4,459	4,787	0.6%	7.4%
Pension & Retirement	1,127	558	7,600	1,418	0.2%	-81.3%
Health Insurance	3,781	11,540	7,434	6,565	0.8%	-11.7%
Leased Employees	4,251	15,955	21,822	-	0.0%	-100.0%
Workers' Compensation	4,323	3,350	3,700	503	0.1%	-86.4%
<i>Total Personnel Costs</i>	<i>\$ 76,662</i>	<i>\$ 94,405</i>	<i>\$ 103,848</i>	<i>\$ 75,853</i>	<i>9.8%</i>	<i>-27.0%</i>
<b>OPERATING</b>						
Professional Services	35,393	10,476	29,500	15,000	1.9%	-49.2%
Contractual Services	10,420	10,755	16,100	17,500	2.3%	8.7%
Contingency	-	-	30,000	12,000	1.5%	-60.0%
Utility Services	-	-	-	450	0.1%	100.0%
Repairs & Maintenance	2,420	5,241	5,000	5,000	0.6%	0.0%
Rentals & Lease	4,235	-	1,000	1,000	0.1%	0.0%
Bank Charges	611	795	-	100	0.0%	100.0%
Credit Card Fees	388	512	-	500	0.1%	100.0%
Operating Supplies	8,608	7,300	7,500	7,000	0.9%	-6.7%
Fuels, Oils, Lubricants	-	-	-	2,100	0.3%	100.0%
Training & Education	-	-	1,000	1,000	0.1%	0.0%
Depreciation (non cash)	26,747	96,425	40,000	96,425	12.5%	141.1%
Bad Debt Expense	8,781	206	-	200	0.0%	100.0%
Liability Insurance	2,484	1,918	7,481	4,709	0.6%	-37.1%
Fleet Maintenance	5,259	563	-	12,400	1.6%	100.0%
Management Fee to Gen. Fund	-	-	-	18,000	2.3%	100.0%
Telephone/Internet	2,547	3,527	2,419	125	0.0%	-94.8%
<i>Total Operating Costs</i>	<i>\$ 107,893</i>	<i>\$ 137,719</i>	<i>\$ 140,000</i>	<i>\$ 193,509</i>	<i>25.0%</i>	<i>38.2%</i>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	\$ -	\$ 1,305	\$ -	\$ 505,000	65.2%	100.0%
Machinery & Equipment	-	-	7,000	-	0.0%	-100.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 1,305</i>	<i>\$ 7,000</i>	<i>\$ 505,000</i>	<i>65.2%</i>	<i>7114.3%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 184,555</b>	<b>\$ 233,429</b>	<b>\$ 250,848</b>	<b>\$ 774,362</b>	<b>100.0%</b>	<b>208.7%</b>

**Position Detail**

	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
Maintenance Worker I	1	1	1	1	50.0%	0.0%
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
<b>FUND TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

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## **DEBT SERVICE FUND**

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**CITY OF MIAMI SPRINGS  
DEBT SERVICE FUND**

	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Budget	FY 2004-05 Budget	% of Total	% Change from 2003-04
<b>OPERATING</b>						
Principal	\$ -	\$ 185,000	\$ 190,000	\$ 200,000	50.5%	100.0%
Interest	-	213,463	205,709	196,268	49.5%	-4.6%
<b>TOTAL EXPENSES</b>	<b>\$ -</b>	<b>\$ 398,463</b>	<b>\$ 395,709</b>	<b>\$ 396,268</b>	<b>100.0%</b>	<b>0.1%</b>



**DEBT SERVICE FUNDS**  
**\$5,000,000 General Obligation Bonds**  
**Series 1997**

The Series 1997 Bonds were issued to provide a funding mechanism to: (1) finance the costs for the acquisition of the Miami Springs Golf and Country Club facility located within the municipal limits of the City from the City of Miami, Florida; (2) fund the necessary improvements required to update, improve and enhance the facility; (3) capitalize the first round of interest on the Series 1997 bonds; and (4) provide sufficient cash and working capital to pay certain costs and expenses related to the issuance of the Series 1997 Bonds as defined in the Bond Resolution.

The overall project set forth criteria identified and authorized by the City Council. These tasks included the acquisition of the golf course facility and renovation of the club house and grounds. The renovation projects include the rehabilitation of the holes with expanded landscaping. Also, the rehabilitation includes modernizing the clubhouse and adjacent facilities. Additionally, the project defined the renovation of the parking facilities, driveways, and common areas adjacent to the course including comprehensive lighting installations and/or replacement efforts, signage, and resurfacing of all right-of-ways.

The City closed on the purchase of the properties in October 1998. The initial deposit of \$300,000 was held in escrow and in October 1997, the property was purchased for the sum of \$3,000,000 from the City of Miami, Florida. During FY 1997-98, renovation projects were fully underway including landscape improvements, sidewalk and easement installations, parking facility and sign programs and other enhancements to the course.

Additional modifications to the facility include the "swapping" of the front and back "9", expansion to the kitchen and related facilities, comprehensive renovation to the clubhouse and banquet facilities, purchase of new furniture, fixtures and equipment.

The "AAA" rating for Standard and Poor's remains in place. Formal notification was given to the City subsequent to the adoption of the budget which identified the rating. Additional notation was provided which disclosed that the underlying rating of the bonds, "A" with a stable outlook with insurance, was enhanced to: "A" with a stable outlook regardless of insurance. This improved rating was based upon the unaudited financial report which projected a material unreserved general fund balance as of 9/30/98.

***Debt service costs on this issue for FY 2004/2005 includes \$196,292 for interest payable in two equal installments of \$98,146 each on February 1 and August 1, 2004, and \$200,000 applied to the principal and scheduled for disbursement on February 1, 2005. Revenues to fund these expenditures are provided by subordinated, voter approved ad valorem levies of 0.5079 mills.***

**City of Miami Springs, Florida**  
**\$5,000,000 General Obligation Bonds, Series 1997**

**SOURCES OF FUNDS**

Series 1997 Bond Proceeds	\$ 5,000,000.00
Less: Original Issue Discount	(4,388.00)
Plus: Estimated Interest Earnings	99,457.00
<i>Total Sources of Funds</i>	<u><u>5,095,069.00</u></u>

**USES OF FUNDS**

Acquisition of Golf Course	\$ 3,135,000.00
Deposits to escrow fund (SLGS)	1,600,000.00
Cost of capital improvements	117,061.00
Cost of issuance	199,258.00
Underwriters discount	43,750.00
<i>Total Uses of Funds</i>	<u><u>5,095,069.00</u></u>

**DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR**

<b>Year End 9/30/xx</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service Costs</b>
1998	-	\$ 224,351.88	\$ 224,351.88
1999	155,000.00	241,647.50	396,647.50
2000	160,000.00	235,267.50	395,267.50
2001	165,000.00	228,522.50	393,522.50
2002	175,000.00	221,295.00	396,295.00
2003	185,000.00	213,462.50	398,462.50
2004	190,000.00	205,117.50	395,117.50
2005	200,000.00	196,292.50	396,292.50
2006	210,000.00	186,860.00	396,860.00
2007	220,000.00	176,807.50	396,807.50
2008	230,000.00	166,175.00	396,175.00
2009	245,000.00	154,771.25	399,771.25
2010	255,000.00	142,518.75	397,518.75
2011	270,000.00	129,457.50	399,457.50
2012	285,000.00	115,511.25	400,511.25
2013	300,000.00	100,665.00	400,665.00
2014	315,000.00	84,667.50	399,667.50
2015	330,000.00	67,575.00	397,575.00
2016	350,000.00	49,555.00	399,555.00
2017	370,000.00	30,475.00	400,475.00
2018	390,000.00	10,335.00	400,335.00
<b>Total</b>	<b>\$ 5,000,000.00</b>	<b>\$ 3,181,330.63</b>	<b>\$ 8,181,330.63</b>



**DEBT SERVICE FUNDS**  
**\$11,435,000 Utilities System Revenue**  
**Refunding and Improvement Bonds, Series 1998**

The 1998 Revenue Refunding and Improvement Bonds were sold in March 1998, to provide for a series of projects. The bonds were sold to finance the cost of acquiring, constructing, renovating, installing and equipping additions and improvements to the collection and transmission facilities of the Miami Springs Waste water (sewer) system. The additions and improvements include repair and rehabilitation to the sewer lines to mitigate storm water and groundwater infiltration and inflow into the System; improve the force main manifold system such as the introduction of new force mains, modernization efforts of the pump stations and related upgrades, performance enhancement efforts to ensure the reliability of the transmission of effluent to the County along with refinancing the approximately \$7,200,000 outstanding from the Series 1994 bonds.

The system had demonstrated continued deterioration. Aged over 25 years, the system required significant and material renovation efforts to ensure the reliability and safety of the system. After months of negotiations fell through related to the potential sale or transfer of the system to other governmental agencies, the City Council directed the administration to proceed with the sale of these bonds.

Subsequent to extensive study and research with the City's external engineers, Post Buckley Schuh & Jernigan, a report was prepared identifying 99 specific locations in the system for immediate repair. These repairs were listed in order of highest need. The projected costs to repair these areas amounted to just over \$4,200,000. While these repairs will not generate "savings", they will reduce costs. Accordingly, the engineers calculated costs required to repair these problems (bringing the system to approximately 70% of acceptable levels of loss). Correspondingly, these repairs will reduce the loss and, in the same light, reflect lower fees paid to the County for disposal costs. The initial estimates reported in the PBS&J report indicate that the 99 line repairs correspond to a potential reduction of \$1,600,000 in annual, recurring expenses paid to the County for disposal costs. The budget adopted for the current fiscal year estimates that wholesale disposal costs will be \$1,850,000. This represents a reduction in cost to the City of \$1,200,000 since FY 1997.

***Debt service costs on this issue for FY 2004-2005 includes \$456,362 for interest payable in two equal installments of \$228,181 each on March 1 and September 1, 2005, and \$375,000 applied to the principal and scheduled for disbursement on September 1, 2005. All other operating costs related to day-to-day functions including personnel, operations, non-project capital, administrative and depreciation charges of the waste water (sewer) system are identified in the Sewer Operations Enterprise Fund and fully funded by projected user fees.***



**City of Miami Springs, Florida**  
**\$11,435,000 Utility System Revenue Refunding Bond, Series 1998**

**SOURCES OF FUNDS**

Series 1998 Bond Proceeds	\$ 11,435,000.00
Less: Original Issue Discount	(146,112.00)
Plus: Estimated Interest Earnings	169,629.00
Transfer from Reserve Fund for Prior bonds	844,590.00
<i>Total Sources of Funds</i>	<u>12,303,107.00</u>

**USES OF FUNDS**

Deposits to escrow fund (SLGS)	\$ 7,506,914.00
Cost of capital improvements	4,370,000.00
Cost of issuance	279,825.00
Underwriters discount	146,368.00
<i>Total Uses of Funds</i>	<u>12,303,107.00</u>

**DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR**

<b>Year End 9/30/xx</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service Costs</b>
1998	-	\$ 178,895.83	\$ 178,895.83
1999	295,000.00	536,687.50	831,687.50
2000	310,000.00	525,625.00	835,625.00
2001	320,000.00	513,225.00	833,225.00
2002	335,000.00	500,265.00	835,265.00
2003	350,000.00	486,362.50	836,362.50
2004	360,000.00	471,662.50	831,662.50
2005	375,000.00	456,362.50	831,362.50
2006	395,000.00	440,050.00	835,050.00
2007	410,000.00	422,670.00	832,670.00
2008	430,000.00	404,425.00	834,425.00
2009	450,000.00	385,075.00	835,075.00
2010	470,000.00	364,825.00	834,825.00
2011	490,000.00	343,440.00	833,440.00
2012	515,000.00	320,410.00	835,410.00
2013	540,000.00	295,690.00	835,690.00
2014	565,000.00	269,500.00	834,500.00
2015	595,000.00	241,250.00	836,250.00
2016	620,000.00	211,500.00	831,500.00
2017	655,000.00	180,500.00	835,500.00
2018	685,000.00	147,750.00	832,750.00
2019	720,000.00	113,500.00	833,500.00
2020	755,000.00	77,500.00	832,500.00
2021	795,000.00	39,750.00	834,750.00
<b>Total</b>	<b>\$ 11,435,000.00</b>	<b>\$ 7,926,920.83</b>	<b>\$ 19,361,920.83</b>

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## **5 YEAR CAPITAL IMPROVEMENT PLAN**

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**CITY OF MIAMI SPRINGS  
CAPITAL IMPROVEMENT PLAN (5 YEARS)**

	SOURCE OF FUNDING	IN PRESENT VALUE AS REVISED BY DEPARTMENT HEADS					
		2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Totals
ADMINISTRATIVE SERVICES							
Office equipment-Citywide	Revenues	10,000	10,000	10,000	10,000	10,000	50,000
Office equipment-City Clerk	Revenues	1,600	-	-	-	8,700	10,300
POLICE							
Police Cars	Revenues	95,200	95,200	95,200	95,200	95,200	476,000
Motorcycles	Revenues	21,000		21,000		21,000	63,000
Police radars	Revenues	4,000					4,000
							-
GOLF COURSE							
Maintenance Equipment	Revenues	213,442	193,482	34,210	114,446	97,000	652,580
Golf Course Improvements	Revenues	10,000	25,000	15,000	25,000	15,000	90,000
							-
INFORMATION TECHNOLOGY							
Computer Equipment	Revenues	45,000	45,000	45,000	45,000	45,000	225,000
Computer Equipment-City Clerk	Revenues	-	2,200	2,000	2,500	-	6,700
POS Equipment-Golf Course	Revenues	5,000	-	-	-	-	5,000
Computer Equipment-Senior Center	Revenues			2,750			2,750
Computer Equipment-Human Resources	Revenues	4,000					4,000
Computer Equipment-Public Works	Revenues	3,000	3,000	3,000	3,000	3,000	15,000
							-
RECREATION							
Office Equipment	Revenues	4,000	4,000	-	-	-	8,000
Vehicles	Revenues	17,000	-	-	-	-	17,000
Riding Mower	Revenues	7,500	-	-	-	-	7,500
Field Improvement	Grant	21,000	21,000	-	-	-	42,000
Well Irrigation	Revenues	12,000	-	-	-	-	12,000
Resurface Tennis Courts	Revenues	25,000	-	-	-	-	25,000
Fencing	Revenues	20,000	-	-	-	-	20,000
Water Park	Bond/Grant	70,000	-	-	-	-	70,000
New Gymnasium	Bond/Grant	-	2,000,000	-	-	-	2,000,000
Passenger Bus	Revenues	89,000	-				89,000
							-
PUBLIC WORKS							
bar coding equip for stockroom	Revenues	10,000					10,000
chipper truck	Revenues	-	45,000				45,000
pickup trucks (2)	Revenues	46,000		46,000		46,000	138,000
large bucket truck	Revenues					65,000	65,000
pneumatic sign post driver	Revenues	2,000					2,000
city hall air handling units/controls	Revenues	40,000					40,000
city hall chiller replacement	Revenues					40,000	40,000
reroof of city hall	Revenues				18,000		18,000
repaint of city hall - exterior	Revenues		14,000				14,000
TOTAL GENERAL FUND		775,742	2,443,882	274,160	313,146	445,900	3,990,830



**CITY OF MIAMI SPRINGS  
CAPITAL IMPROVEMENT PLAN (5 YEARS)**

		SOURCE OF FUNDING	IN PRESENT VALUE AS REVISED BY DEPARTMENT HEADS					
			2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Totals
SENIOR CENTER								
Replace AC Unit	Revenues	2,500						2,500
Building Improvements	Revenues			16,000		50,000		66,000
Vehicles	Revenues				50,000			50,000
New Building	Bond/Grant	-					1,500,000	1,500,000
TOTAL SENIOR CENTER			2,500	16,000	50,000	50,000	1,500,000	1,618,500
ROAD AND TRANSPORTATION								
small bucket truck	CITT Funds	40,000						40,000
skid steer sweeper attachment	CITT Funds	7,000						7,000
streetlight improvements	CITT Funds	100,000	100,000	100,000	100,000	100,000	100,000	500,000
street milling and resurfacing	CITT Funds	30,000	30,000	30,000	30,000	30,000	30,000	150,000
TOTAL ROAD & TRANS.			177,000	130,000	130,000	130,000	130,000	697,000
WATER & SEWER SYSTEM								
Infrastructure Improvements	Revenues	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
F250 utility truck	Revenues		28,000				28,000	56,000
backhoe	Revenues						40,000	40,000
leak detection equipment	Revenues	20,000						20,000
pickup truck	Revenues			23,000				23,000
step van	Revenues	30,000						
pickup truck	Revenues		23,000					
SANITATION								
New Sanitation Vehicles	Revenues	133,000			133,000			266,000
crane	Revenues					60,000		60,000
flatbed truck	Revenues						25,000	25,000
STORMWATER								
vaccon truck	Revenues					180,000		180,000
drainage improvements	Grant	400,000	150,000	150,000	150,000	150,000	150,000	1,000,000
TOTAL ENTERPRISE FUNDS			783,000	401,000	506,000	590,000	443,000	2,670,000
TOTAL ALL FUNDS			1,738,242	2,990,882	960,160	1,083,146	2,518,900	8,976,330

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## **CHANGES IN FUND BALANCES/NET ASSETS**

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**CITY OF MIAMI SPRINGS**  
**Projected Changes in Fund Balance- General Fund**

The General Fund is used to account for all financial resources of the City, which are not legally required to be accounted for in another fund. It is the chief operating fund of the City.

	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
<b>Beginning Balance</b>	\$ 2,249,674	\$ 853,643	\$ 853,643		
<b>Revenues/Sources</b>					
Taxes	5,283,941	5,672,885	6,095,916	56.9%	7.5%
Excise Taxes	2,260,457	2,230,000	2,260,000	21.1%	1.3%
Licenses and Fees	359,674	338,900	343,900	3.2%	1.5%
Intergovernmental Revenues	1,142,268	985,819	1,104,658	10.3%	12.1%
Charges for Services	276,164	189,721	233,950	2.2%	23.3%
Fines and Forfeitures	103,764	189,500	132,000	1.2%	-30.3%
Miscellaneous	436,758	300,307	118,400	1.1%	-60.6%
Interfund Transfers In	425,000	425,000	425,000	4.0%	0.0%
<b>Total revenues</b>	10,288,026	10,332,132	10,713,824	100.0%	3.7%
<b>Expenditures/Uses</b>					
General Government	\$ 1,915,350	\$ 2,387,435	\$ 2,029,924	19.7%	-15.0%
Public Safety	4,142,626	4,907,610	4,732,454	45.9%	-3.6%
Public Works	1,757,668	1,838,153	1,865,202	18.1%	1.5%
Recreation and Culture	896,420	1,198,934	992,159	9.6%	-17.2%
Non-Departmental	-	-	442,437	4.3%	100.0%
Interfund Transfers Out	2,971,993	-	255,276	2.5%	100.0%
<b>Total Expenditures</b>	\$ 11,684,057	\$ 10,332,132	\$ 10,317,451	100.0%	-0.1%
Excess(Deficit) of revenues over expenditures	\$ (1,396,031)	\$ -	\$ 396,373		
<b>Ending Balances</b>	<b>\$ 853,643</b>	<b>\$ 853,643</b>	<b>\$ 1,250,016</b>		



**CITY OF MIAMI SPRINGS**  
**Projected Changes in Fund Balance- Road and Transportation Fund**

The Road and Transportation fund is used to account for the receipts and disbursements of funds earmarked for transportation and road improvements. Funds are provided from the Local Option GasTax and the Peoples' Transportation Tax.

	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
<b>Beginning Balance</b>	\$ 423,296	\$ 885,499	\$ 885,499		
<b>Revenues/Sources</b>					
Intergovernmental Revenues	631,454	740,000	795,683	100.0%	7.5%
Miscellaneous	16,335	-	-	0.0%	0.0%
Interfund Transfers	-	-	-	0.0%	0.0%
<b>Total revenues</b>	647,789	740,000	795,683	100.0%	7.5%
<b>Expenditures/Uses</b>					
General Government	185,586	740,000	795,683	100.0%	7.5%
<b>Total Expenditures</b>	\$ 185,586	\$ 740,000	\$ 795,683	100.0%	7.5%
Excess(Deficit) of revenues over expenditures	\$ 462,203	\$ -	\$ -		
<b>Ending Balances</b>	<b>\$ 885,499</b>	<b>\$ 885,499</b>	<b>\$ 885,499</b>		

**CITY OF MIAMI SPRINGS**  
**Projected Changes in Fund Balance-Senior Center**

The Senior Center Fund accounts for federal grant funding related to assistance for the elderly, as well as the City's matching contribution as required by the grant agreements.

	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
<b>Beginning Balance</b>	\$ (4,511)	\$ (32,752)	\$ -		
<b>Revenues/Sources</b>					
Intergovernmental Revenues	162,602	205,698	155,384	54.7%	-24.5%
Interfund Transfers	130,000	130,000	128,646	45.3%	-1.0%
<b>Total revenues</b>	292,602	335,698	284,030	100.0%	-15.4%
<b>Expenditures/Uses</b>					
Recreation and Social Services	320,843	302,946	284,030	100.0%	-6.2%
<b>Total Expenditures</b>	\$ 320,843	\$ 302,946	\$ 284,030	100.0%	-6.2%
Excess(Deficit) of revenues over expenditures	\$ (28,241)	\$ 32,752	\$ -		
<b>Ending Balances</b>	<b>\$ (32,752)</b>	<b>\$ -</b>	<b>\$ -</b>		

**CITY OF MIAMI SPRINGS**  
**Projected Changes in Fund Balance-Golf Course Fund**

The Golf Course Fund accounts for all revenues and expenses related to the golf course operation.

	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
<b>Beginning Balance</b>	\$ 3,442,068	\$ 22,014	\$ 22,014		
<b>Revenues/Sources</b>					
Charges for Services	1,689,062	1,913,993	1,552,000	92.5%	-18.9%
Interest Income	777	-	-	0.0%	0.0%
Interfund Transfers	1,830,224	150,000	126,630	7.5%	-15.6%
<b>Total revenues</b>	<u>3,520,063</u>	<u>2,063,993</u>	<u>1,678,630</u>	<u>100.0%</u>	<u>-18.7%</u>
<b>Expenditures/Uses</b>					
Recreation and Social Services	2,345,375	2,063,993	1,678,630	100.0%	-18.7%
<b>Total Expenditures</b>	<u>\$ 2,345,375</u>	<u>\$ 2,063,993</u>	<u>\$ 1,678,630</u>	<u>100.0%</u>	<u>-18.7%</u>
Excess(Deficit) of revenues over expenditures	\$ 1,174,688	\$ -	\$ -		
<b>Ending Balances</b>	<u>\$ 4,616,756</u>	<u>\$ 22,014</u>	<u>\$ 22,014</u>		



**CITY OF MIAMI SPRINGS**  
**Projected Changes in Fund Balance- Law Enforcement Trust Fund**

The Law Enforcement Trust Fund is used to account for the receipts of funds related to property seized from various federal and state agencies. These funds are restricted for law enforcement purposes only.

	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
<b>Beginning Balance</b>	\$ 1,636,994	\$ 1,715,262	\$ 1,715,262		
<b>Revenues/Sources</b>					
Intergovernmental Revenues	78,994	-	-	0.0%	0.0%
Fines and Forfeitures	224,862	189,516	80,038	76.2%	-57.8%
Interest Income	32,190	-	25,000	23.8%	100.0%
Miscellaneous	1,058	-	-	0.0%	0.0%
<b>Total revenues</b>	337,104	189,516	105,038	100.0%	-44.6%
<b>Expenditures/Uses</b>					
Public Safety	258,836	189,516	105,038	100.0%	-44.6%
<b>Total Expenditures</b>	\$ 258,836	\$ 189,516	\$ 105,038	100.0%	-44.6%
Excess(Deficit) of revenues over expenditures	\$ 78,268	\$ -	\$ -		
<b>Ending Balances</b>	<u>\$ 1,715,262</u>	<u>\$ 1,715,262</u>	<u>\$ 1,715,262</u>		

**CITY OF MIAMI SPRINGS**  
**Projected Changes in Fund Balance- Debt Service Fund**

The Debt Service Fund is used to account for the revenues and expenditures related to general government debt services..

	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
<b>Beginning Balance</b>	\$ 171,636	\$ 104,690	\$ 105,281		
<b>Revenues/Sources</b>					
Ad-Valorem Taxes	335,692	395,709	396,268	100%	0.1%
<b>Total revenues</b>	335,692	395,709	396,268	100%	0.1%
<b>Expenditures/Uses</b>					
Principal Payments	185,000	190,000	200,000	50%	5.3%
Interest Payments	213,463	205,118	196,268	50%	-4.3%
Administrative Expenses	4,175	-	-	0%	0.0%
<b>Total Expenditures</b>	\$ 402,638	\$ 395,118	\$ 396,268	100%	0.3%
Excess(Deficit) of revenues over expenditures	\$ (66,946)	\$ 591	\$ -		
<b>Ending Balances</b>	<b>\$ 104,690</b>	<b>\$ 105,281</b>	<b>\$ 105,281</b>		

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**CITY OF MIAMI SPRINGS**  
**Projected Changes in Net Assets-Water and Sewer Fund**

The Water and Sewer Fund accounts for the City's revenues and expenses of the water and sewer department.

	<b>FY02-03</b>	<b>FY03-04</b>	<b>FY04-05</b>	<b>% of</b>	<b>% Change</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Total</b>	<b>from 2003-04</b>
<b>Beginning Net Assets</b>	\$ 817,822	\$ 856,144	\$ 1,321,364		
<b>Revenues/Sources</b>					
Charges for Services	4,904,678	5,722,012	4,942,060	100.0%	-13.6%
<b>Total revenues</b>	4,904,678	5,722,012	4,942,060	100.0%	-13.6%
<b>Expenditures/Uses</b>					
Operating Expenses	4,866,356	5,256,792	4,747,264	100.0%	-9.7%
<b>Total Expenditures</b>	\$ 4,866,356	\$ 5,256,792	\$ 4,747,264	100.0%	-9.7%
Excess(Deficit) of revenues over expenditures	\$ 38,322	\$ 465,220	\$ 194,796		
<b>Ending Net Assets</b>	<u>\$ 856,144</u>	<u>\$ 1,321,364</u>	<u>\$ 1,516,160</u>		



**CITY OF MIAMI SPRINGS**  
**Projected Changes in Net Assets-Sanitation**

The Sanitation Fund accounts for the City's revenues and expenses of the sanitation department.

	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
<b>Beginning Net Assets</b>	\$ 306,950	\$ 145,066	\$ 311,966		
<b>Revenues/Sources</b>					
Charges for Services	1,526,556	1,595,834	1,535,000	100.0%	-3.8%
<b>Total revenues</b>	1,526,556	1,595,834	1,535,000	100.0%	-3.8%
<b>Expenditures/Uses</b>					
Operating Expenses	1,688,440	1,599,865	1,812,892	100.0%	13.3%
<b>Total Expenditures</b>	\$ 1,688,440	\$ 1,599,865	\$ 1,812,892	100.0%	13.3%
Other Financing Sources:					
Transfers in	-	170,931	-		
Excess(Deficit) of revenues over expenditures	\$ (161,884)	\$ 166,900	\$ (277,892)		
<b>Ending Net Assets</b>	<u>\$ 145,066</u>	<u>\$ 311,966</u>	<u>\$ 34,074</u>		

**CITY OF MIAMI SPRINGS**  
**Projected Changes in Net Assets-Stormwater**

The Stormwater Fund accounts for the City's revenues and expenses of the stormwater department.

	FY02-03 Actual	FY03-04 Budget	FY04-05 Budget	% of Total	% Change from 2003-04
<b>Beginning Net Assets</b>	\$ 1,971,550	\$ 2,018,960	\$ 2,012,641		
<b>Revenues/Sources</b>					
Charges for Services	280,633	250,848	782,656	100.0%	212.0%
<b>Total revenues</b>	280,633	250,848	782,656	100.0%	212.0%
<b>Expenditures/Uses</b>					
Operating Expenses	233,223	257,167	774,362	100.0%	201.1%
<b>Total Expenditures</b>	\$ 233,223	\$ 257,167	\$ 774,362	100.0%	201.1%
Excess(Deficit) of revenues over expenditures	\$ 47,410	\$ (6,319)	\$ 8,294		
<b>Ending Net Assets</b>	<b>\$ 2,018,960</b>	<b>\$ 2,012,641</b>	<b>\$ 2,020,935</b>		

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## DEMOGRAPHICS

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**CITY OF MIAMI SPRINGS, FLORIDA**  
**MISCELLANEOUS STATISTICS**  
**ANNUAL BUDGET FY 2004-05**

Date of Incorporation	August 23, 1926
Form of Government	Council/Manager
Area	2.8 square miles
Miles of Streets	55
Fire Protection:	
Number of Stations	1
Number of Firemen and Officers	21-24
Police Protection:	
Number of Stations	1
Number of Policemen and Officers	43
Education:	
Attendance Centers	2 Elem, 1 Middle, 1 Sr. High
Number of Teachers	Middle 100/MS Elem. 42/SPV.Elem 40/MS High 156
Number of Students	7364
Municipal Water Department:	
Number of Connections	4,245
Annual Consumption	847M-893M gallons
Miles of Water Mains	40 miles
Sewers:	
Number of Connections	4,311
Sanitary Sewers	57.25 miles
Storm Sewers	4.8 miles
Building Permits Issued	1,758
Recreation and Culture:	
Number of Parks	3
Number of Libraries	1
Number of Volumes	2,000 (approx.)
Number of Senior Centers	1
Number of Public Swimming Pools	1
Number of Golf Courses	1
Employees:	
Classified Service	128
Exempt	15

# CITY OF MIAMI SPRINGS, FLORIDA

## TEN LARGEST PUBLIC AND PRIVATE EMPLOYERS LOCATED IN MIAMI-DADE COUNTY, FLORIDA

ANNUAL BUDGET FY 2004-05

TEN LARGEST PUBLIC EMPLOYERS		TEN LARGEST PRIVATE EMPLOYERS	
Miami-Dade County Public Schools	45,886	University of Miami	9,079
Miami-Dade County, Florida	32,000	American Airlines	9,000
Federal Government	20,100	Baptist Health Systems	7,000
Florida State Government	18,900	Precision Response Corp.	6,000
Jackson Memorial Hospital	11,700	United Parcel Service	5,000
Miami-Dade Community College	7,500	Bellsouth	4,700
Florida International University	3,500	Publix Supermarkets	4,000
City of Miami	3,400	Carnival Cruise Lines	4,000
Veterans Administration Hospital	2,018	Florida Power & Light	3,665
U.S. Coast Guards	1,823	Mt. Sinai Medical Center	3,000
City of Miami Beach	1,700	Burdines	2,982
City of Hialeah	1,549	Cedars Medical Center	2,684
U.S. Southern Command	1,366	Winn-Dixie Stores, Inc.	2,672
City of Coral Gables	850	Wachovia	2,500
City of North Miami Beach	771	Royal Caribbean	2,500

Source: The Beacon Council

# CITY OF MIAMI SPRINGS, FLORIDA

## PROPERTY TAX RATES

### LAST TEN FISCAL YEARS

Fiscal Year	City		County			Special Districts				Total Property Tax Rate
	City Wide	Debt Service	County-Wide	Debt Service	Fire	MDCC	Library	School	State	
1994	6.709	0.000	7.500	0.808	3.150	0.750	0.351	9.503	0.597	29.368
1995	6.700	0.000	6.828	0.789	2.558	0.030	0.329	10.389	0.687	28.310
1996	6.700	0.000	6.828	0.829	2.518	-	0.329	10.389	0.687	28.280
1997	6.700	0.000	6.469	0.774	2.745	-	0.339	10.366	0.710	28.103
1998	6.950	0.891	6.023	0.837	2.864	-	0.334	10.260	0.644	28.803
1999	7.450	0.848	5.809	0.816	2.752	-	0.321	9.744	0.641	28.381
2000	7.450	0.588	5.751	0.652	2.752	-	0.351	9.717	0.638	27.899
2001	7.450	0.662	5.713	0.552	2.683	-	0.451	9.445	0.736	28.192
2002	7.750	0.662	5.889	0.390	2.661	-	0.486	9.417	0.736	27.992
2003	8.144	0.543	6.469	0.285	2.661	-	0.486	9.100	0.736	28.423

#### Additional information:

Property tax rates are assessed per \$1,000 of Taxable Assessed Valuation

#### Tax rate limits:

City	10.000 Mills
County	10.000 Mills
School	10.000 Mills
State	1.000 Mill

Source: Miami-Dade County  
Department of Property Appraisal



# CITY OF MIAMI SPRINGS, FLORIDA

## DEMOGRAPHIC STATISTICS

### LAST TEN FISCAL YEARS

Fiscal Year	Population (1)	Per Capita Personal Income (2)			Unemployment Rate (3)			Enrollment Public Schools in Miami Springs
	Miami Springs	USA	Florida	Miami-Dade County	USA	Florida	Miami-Dade County	
1994	13,276	21,718	21,652	20,287	7.3	6.8	8.6	6,239
1995	13,279	22,581	23,512	20,713	7.0	7.2	8.0	6,436
1996	13,281	23,562	25,512	21,565	6.8	6.9	7.9	6,745
1997	13,284	24,651	24,616	22,270	4.1	3.2	7.7	6,987
1998	13,287	25,924	23,512	22,833	4.9	4.8	7.1	6,885
1999	13,290	27,203	26,845	23,919	4.5	4.3	6.4	7,488
2000	13,295	28,546	27,781	24,733	4.2	3.9	5.8	7,922
2001	13,712	29,469	27,764	N/A	4.0	3.6	5.3	8,005
2002	13,901	30,413	29,048	N/A	4.7	7.2	7.4	7,123
2003	13,725	30,941	29,596	N/A	6.1	5.2	7.2	7364

Source: (1) City of Miami Springs and University of Florida

(2) University of Florida, Gainesville, Florida Bureau of Economic and Business Research  
Florida Statistical Abstract 2000, Table 5-10, Page 166.

(3) State of Florida, Tallahassee, Florida Department of Labor and Employment Security,  
as reported in Florida Statistical Abstract 2000, Table 6.11, Page 232.

(4) Miami-Dade County Public Schools Registrar's Office

\*\* Per Capita Personal Income is not available for the City of Miami Springs

# CITY OF MIAMI SPRINGS, FLORIDA

## PRINCIPAL TAXPAYERS

### ANNUAL BUDGET FY 2004-05

<u>Taxpayer</u>	<u>Type of Business</u>	<u>2003 Assessed Valuation</u>	<u>Percentage Total Assessed Valuation</u>
Felcor/ CSS Holdings L.P.	Hotel Facility	\$ 18,287,500	2.8%
AA Group, Ltd.	Auto Storage	8,850,127	1.4%
Biscayne Properties, Inc. TR & Fairways, Inc.	Hotel Facility	7,032,255	1.1%
Red Roof Inns	Hotel Facility	6,225,304	1.0%
Airport Financial Center, Inc.	Commercial	6,103,548	0.9%
Fairhaven Real Estate, LLC.	Nursing Home	5,679,232	0.9%
Dorian Van Beyer Callen & Charlotte Callen	Hotel Facility	5,250,000	0.8%
First Union National Bank	Bank-Financial	4,943,000	0.8%
First Choice Properties Corp.	Hotel Facility	4,785,825	0.7%
Beck-Marcus Assoc.-Miami Airport	Hotel Facility	4,513,472	0.7%
Southern Bell Tel. & Tel. Co.	Commercial	4,500,000	0.7%
Boulevard Motel Corp.	Hotel Facility	3,411,600	0.5%
Royal Palm Properties	Apartment Complex	2,980,000	0.5%
Miami Springs Villas	Apartment Complex	2,667,500	0.4%
Berthold & Marjorie B. Samertis	Apartment Complex	2,321,877	0.4%
Hideaway in the Grove. Ltd.	Apartment Complex	2,159,421	0.3%
	Totals	<u>\$ 89,710,661</u>	<u>13.9%</u>

Sources: Miami-Dade County Tax Assessors' Office  
2003 Tax Roll  
Real/personal property adjusted taxable value- \$670,674,067.

## CITY OF MIAMI SPRINGS, FLORIDA

### ASSESSED VALUE OF TAXABLE PROPERTY

#### LAST TEN FISCAL YEARS

<b>Fiscal Year</b>	<b>Real Property Assessed Value</b>	<b>Personal Property Assessed Value</b>	<b>Centrally Assessed Property Value</b>	<b>Gross Assessed Property Value</b>
1994	445,021,958	54,131,774	19,523	499,173,255
1995	463,339,132	52,738,435	19,308	516,096,875
1996	463,687,206	55,965,584	18,791	519,671,581
1997	479,115,252	56,835,834	19,039	535,970,125
1998	490,729,243	49,973,107	25,376	540,727,726
1999	506,468,957	56,524,713	25,054	563,018,724
2000	532,171,301	83,157,143	25,385	615,353,829
2001	570,033,667	74,263,104	27,632	644,324,403
2002	587,221,157	83,425,665	27,245	670,674,067
2003	645,952,976	82,765,913	27,050	728,745,939

Note: (1) Real, Personal, and Central Business District Property is assessed by the Miami-Dade County Department of Property Appraisal as of January 1 each tax year and is used in the following fiscal year ending September 30.

(2) The basis of assessed values is approximately one hundred percent (100%) of actual Real, Personal and Central Business District Property values.

(3) Gross Assessed Property Value is equal to the sum of Real Property, Personal Property and Property Centrally Assessed for operating purposes less any exemptions.

Sources: Miami-Dade County  
Department of Property Appraisal -DR-420



# CITY OF MIAMI SPRINGS, FLORIDA

## PROPERTY TAX LEVIES AND COLLECTION

### LAST TEN FISCAL YEARS

<u>Fiscal Year</u>	<u>Total Adjusted Tax Levy</u>	<u>Current Tax Collections</u>	<u>Percent of Levy Collected</u>	<u>Delinquent Tax Collections</u>	<u>Total Tax Collections</u>	<u>Percent of Total Tax Collections Tax Levy</u>
1994	2,995,000	2,932,308	97.9%	254,377	3,186,685	106.4%
1995	3,206,060	3,182,814	99.3%	18,904	3,201,718	99.9%
1996	3,315,000	3,222,080	97.2%	113,330	3,335,410	100.6%
1997	3,412,532	3,293,225	96.5%	135,664	3,428,889	100.5%
1998	3,834,771	3,466,732	90.4%	93,712	3,560,444	92.8%
1999	3,685,761	3,524,806	95.6%	55,586	3,580,392	97.1%
2000	4,139,585	3,831,268	92.6%	177,603	4,008,871	96.8%
2001	4,339,783	4,186,507	96.5%	65,719	4,252,226	98.0%
2002	4,743,838	4,862,560	102.5%	33,019	4,895,579	103.2%
2003	5,465,993	5,283,941	96.7%	25,913	5,309,854	97.1%

Note: Total Adjusted Tax Levy is based on final assessed property values by Miami-Dade County Department of Property Appraisal office after the Property Appraisal Adjustment Board has completed hearings on the tax roll; and before discounts.

#### Discounts Allowed:

November	4%
December	3%
January	2%
February	1%
April	Taxes delinquent

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## APPENDIX

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## GLOSSARY OF FUNDS/KEY TERMS

**GENERAL:** To account for all financial resources except those required to be accounted for in another fund, usually this applies to funds used for normal, day-to-day operating purposes.

**SPECIAL REVENUE:** To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specified purpose.

**CAPITAL PROJECTS:** To account for financial resources to be used for the acquisition or construction of major facilities (other than those financed by proprietary funds, special assessment and trust funds); usually funded through the sale of bonds or other capital financing methods.

**DEBT SERVICES:** To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**SPECIAL ASSESSMENT:** To account for the financing of public improvements or services deemed to benefit the properties against which special assessments are levied.

**ENTERPRISE:** A series of accounts grouped to account for operation that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Water, Sewer, Sanitation Stormwater, and Golf Course operations.

**TRUST AND AGENCY:** To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units, and/or other funds. These include the following funds: (a) Expendable Trust; (b) Non-expendable Trust; (c) Pension Trust; and (d) Agency.

**AD VALOREM TAXES:** Taxes paid on the fair market value of land, buildings, and equipment. Used to fund general operations and debt service. See also "Millage Rate".

**APPROPRIATION:** Money allocated by the City Council for a specific purpose.

**BOND FUNDS:** Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as Capital Projects Funds). May be General Obligation or Revenue Bonds.

**BUDGET:** A Balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded with a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which revenues equal expenditures.

**FISCAL YEAR:** The fiscal year for the City of Miami Springs begins October 1, and ends on September 30.

**FUND:** A group of appropriations treated as an entity to meet legal requirement of Generally Accepted Accounting Principles.

**FUND BALANCE:** The equity of net worth of a general or trust resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.

**GOAL:** The primary purpose for which a unit of government exist. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.

**LOCAL GOVERNMENT 1/2 CENT SALES TAX:** The Value of 1/2 cent of the State sales tax, which is returned to the county collection and shared by the county and its constituent cities on the basis of population.

**LOCAL OPTION GAS TAX:** A tax levy of up to six cents on each gallon of motor and special fuels sold. Which may be imposed by Miami-Dade County in accordance to State Law, and which is shared with the cities in the County, including the City of Miami Springs.

**MILLAGE RATE:** One mill equals \$1.00 of tax for each \$1,000.00 of property value.

**OBJECTIVES:** Measurable and specific accomplishments which work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.



**OPERATING BUDGET:** A balance fiscal plan for providing governmental programs and services for a single fiscal year.

**OPERATING EXPENDITURES:** All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.

**PERSONNEL SERVICES:** All costs associated with salaried, fringes, and other related employee benefits.

**PRIOR YEAR ENCUMBRANCES:** Outstanding obligations to purchase goods and/or services which existed at fiscal year end, reserved in fund balance or retained earnings of all applicable funds, and reappropriated at the beginning of the consecutive fiscal year.

**PRIVITIZATION:** Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in saving to the public sector.

**PROPERTY TAXES:** Taxes paid on the assessed or "just" value of the land, building, business inventory or equipment.

**RETAINED EARNINGS:** The accumulated income earned less the cost incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

**REVENUES:** Income derived from taxes, fees, and charges. In a broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

**ROLLED BACK MILLAGE RATE:** That millage rate which will provide the same property tax levy as was levied during previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

**STATE REVENUE SHARING:** Funds distributed by formula to local governments with few or no limits on the purposes or which the funds may be used.